

# FINANCIAL TIMES

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World Business Newspaper THURSDAY MARCH 28 1996

## Large banks must cut workforces by half, says report

Many large retail banks in North America, continental Europe and the UK will have to cut their workforces by up to half in the next 10 years, according to a report by the Economist Intelligence Unit and management consultants Coopers & Lybrand, to be published next week. One of the report's authors says they should do it quickly rather than gradually if they want to maintain the commitment of their employees and the reputation of their brand names. Page 14

**France names defence procurement head**  
The French government named Jean-Yves Helmer (left), the head of Peugeot's car division, to be its chief of defence procurement and gave him the task of improving productivity in French military programmes industry by 30 per cent over the next few years. He will be the first civilian, and at 49, one of the youngest heads of the Délégation Générale pour l'Armement, which is the 48,000-strong industrial arm of the French defence ministry. Page 14; Observer, Page 13

**Rabin assassin sentenced to life in jail**  
A right-wing religious Jew, Yigal Amir, was sentenced to life imprisonment after being found guilty of murdering Israeli prime minister Yitzhak Rabin. The court rejected the 25-year-old law student's plea that he had meant only to paralyse Rabin to stop peace moves with the Arabs last November. Page 5

**Jaguar British state funding approved**  
The British government received approval from the European Commission to use £71.3m (£106.4m) in state funds to ensure Jaguar's new mid-sized saloon car will be built in England. Page 2

**Arjo chief goes after power struggle**  
The power struggle at the top of Arjo Wiggins Appleton, the Anglo-French paper group, ended when Alain Soulas stepped down as chief executive and Philippe Beylier, head of the merchandising division, was promoted to group managing director. Page 15

**Bremer Vulkan, Germany's largest shipbuilder**  
which two months ago sought protection from its creditors, has agreed to give up two of its east German units for a symbolic DM1 (60 cents) but with no general renunciation of outstanding claims. Page 16

**WTO predicts robust trade growth**  
The World Trade Organisation predicts a year of robust trade growth in 1996, despite signs of a modest slowdown in the second half of last year. Page 14

**Brussels halts French urban plan**  
The European Commission has praised an Ecu21m (£26.3m) package of measures designed to revitalise blighted French city areas using state aid. Page 3

**British journalist wins secrecy cases**  
A British journalist threatened with prison and fined £5,000 (£7,650) for refusing to reveal his sources won his case at the European Court of Human Rights which found the UK government guilty of breaching the European Convention on Human Rights. Page 9

**Chief of loss-making Esccon steps down**  
Manfred Schmitt, chief executive of Esccon, the leading German computer retailer struggling to recover from high 1995 losses, is stepping down to make way for one of the company's former executives, Helmut Jost, who had moved to IBM. Page 15

**Firelli, the Italian tyres and cables manufacturer,**  
beat analysts' forecasts when it announced doubled net group profits in 1995 at L304bn (£196m). Page 17

**Elf Atochem, the chemicals arm of French oil company Elf Aquitaine**  
achieved an almost three-fold increase in operating profits last year, to FF6bn (£989m), and a 66 per cent rise in cash flow. Page 17

**Japan's modest moves to deregulate**  
The Japanese government plans to unveil what promises to be a modest package of 560 economic deregulation measures, likely to be in line with the low expectations of business lobbies and trade partners. Page 4; Editorial Comment, Page 13; Japanese Financial Markets Survey, Separate Section

**Clean sweep for US in Dubai World Cup**  
Cigar became racing's world champion winning \$2.4m in the Dubai World Cup, the world's richest flat race, at Nad Al Sheba. He beat fellow US runners Soul Of The Matter and L'Carriere. Britain's Pentire was fourth.

## Apple Computer forecasts biggest losses of \$700m

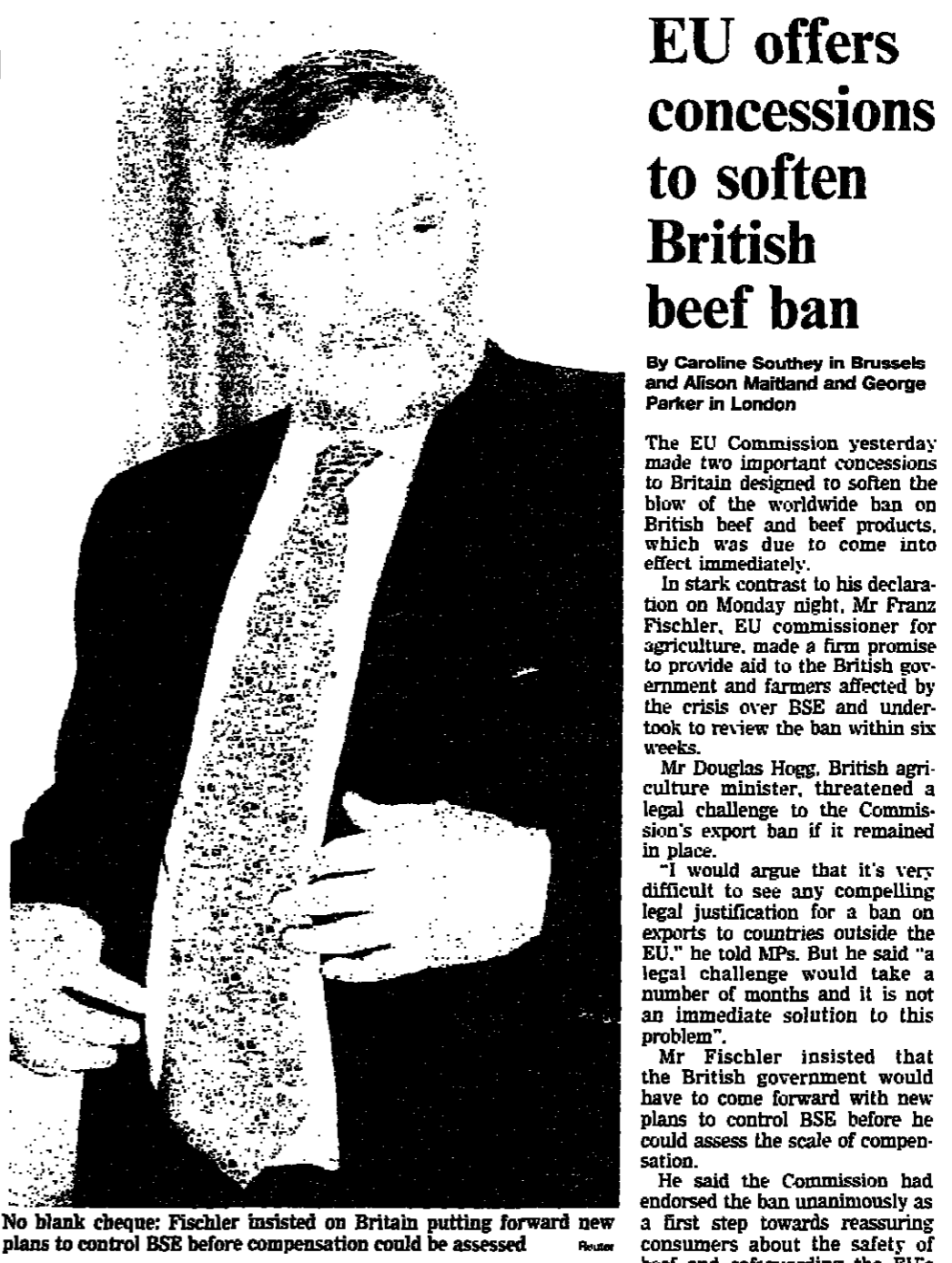
By Louise Kehoe in San Francisco

Apple Computer, pioneer of the personal computer industry, warned yesterday that it expects net losses of about \$700m for the current quarter after "sizeable charges" to reduce bloated inventories. The loss will be the largest in the company's history, far exceeding a \$168m deficit reported in mid-1993. Apple had previously said it was braced for losses from operations and the need to make a restructuring charge. However, the figures disclosed yesterday for expected losses in the second fiscal quarter ending March 29 were far bigger than Wall Street analysts had predicted. Mr Gilbert Amelio, the former semiconductor industry executive who took over as chairman and chief executive seven weeks ago, said he had identified Apple's problems and "they are fixable". The strategic and operating plans are "still cooking", the company said. Mr Amelio plans to announce his recovery plan by early May. "We plan to aggressively address these issues and take the necessary corrective actions," he said, stressing that he aimed to "reinforce our customer appeal

and realise the company's long-term earnings potential". After a loss of \$89m in the first fiscal quarter, the company said in January it would lay off about 1,300 employees, or 9 per cent of its workforce, and take a restructuring charge of about \$125m in the second quarter. This estimate has now been raised to about \$175m, suggesting deeper job cuts. In addition, Apple will take an after-tax charge of more than \$350m to write down the value of excess stocks. After-tax losses on operations are now expected to be about \$175m. At the end of the first quarter, Apple had inventories worth \$1.9bn - about half in finished goods and the remainder in parts. The finished goods, believed to be largely Macintosh PCs for the consumer market, are rapidly declining in value as new models come to market. Like other PC manufacturers, Apple is also seeing the book value of its stocks of memory chips fall sharply as their prices plummet. "I don't think anyone realised how big the inventory write-off would be," said Mr Tim Bajarin, president of Creative Strategies Research International, a US market research firm, but it appears that Mr Amelio "is trying to put the bad news behind him by taking all possible write-offs, to get a fresh start".

Apple's toughest problem, however, will be to regenerate demand in a sluggish market. The market for PCs is "unsettled", Mr Amelio said. Second-quarter revenues and unit shipments would be "substantially below" last year's second quarter levels, when Apple recorded revenues of \$2.65bn, he said. Last week, Dataquest, the US market research group, predicted growth of only 8 per cent in the US home PC market this year, down from 22 per cent in 1995 and 42 per cent in 1994. The researchers forecast a flat market in 1997 and a decline of about 2 per cent in 1998. The US home PC market is approaching saturation, according to Dataquest, with 65 per cent of households with income over \$100,000 already equipped with at least one machine. Moody's Investors Service, which downgraded Apple's debt for the second time this year on Monday and warned of a possible further downgrade, said the weakening PC market and Apple's internal problems "will require drastic actions". Despite Apple's announcement, the company's share price rose slightly to \$34 in mid-session yesterday, up from Tuesday's close of \$33.

Sony and NEC forced into reorganisations, Page 18



No blank cheque: Fischler insisted on Britain putting forward new plans to control BSE before compensation could be assessed

## EU offers concessions to soften British beef ban

By Caroline Southey in Brussels and Alison Maitland and George Parker in London

The EU Commission yesterday made two important concessions to Britain designed to soften the blow of the worldwide ban on British beef and beef products, which was due to come into effect immediately.

In stark contrast to his declaration on Monday night, Mr Franz Fischler, EU commissioner for agriculture, made a firm promise to provide aid to the British government and farmers affected by the crisis over BSE and undertook to review the ban within six weeks.

Mr Douglas Hoeg, British agriculture minister, threatened a legal challenge to the Commission's export ban if it remained in place.

"I would argue that it's very difficult to see any compelling legal justification for a ban on exports to countries outside the EU," he told MPs. But he said "a legal challenge would take a number of months and it is not an immediate solution to this problem".

Mr Fischler insisted that the British government would have to come forward with new plans to control BSE before he could assess the scale of compensation.

He said the Commission had endorsed the ban unanimously as a first step towards reassuring consumers about the safety of beef and safeguarding the EU's beef industry. "We do not want EU markets to be drawn into the problem any more than they have already."

Mr Fischler's comments came as Britain's Transport and General Workers' Union warned that tens of thousands of workers could lose their jobs as a result of the beef crisis. Most of the 6,500 workers at cattle abattoirs expected to be laid off or put on short-time working by the end of the week, the union said.

Cattle prices slumped further yesterday and the numbers of animals being sold for slaughter dropped by 98 per cent. Evidence

Continued on Page 14 Reports, Page 9

## Banks warned over foreign exchange risks

By Philip Gawth in London

Leading central banks warned yesterday that a widespread failure by banks to measure and manage large settlement risks in the global foreign exchange markets posed a threat to world financial stability.

A report published by the G10 central banks based on a survey of 80 leading banks found that the duration of exposures, and the amounts at risk, were greater than expected, and not properly managed. "Excessive risk and unnecessary risk is being taken by banks in foreign exchange," said Mr William McDonough, president of the Federal Reserve Bank of New York, and chairman of the Committee on Payment and Settlement Systems of the G10 central banks. Daily turnover in the foreign exchange markets is an esti-

## Failure to measure large settlement liabilities threatens world financial stability, says report

imated \$1,230bn. Since each trade could involve two or more payments, daily settlement flows are likely to be a multiple of this turnover figure. Mr McDonough suggested that the report would drive foreign exchange settlement risk "right to the top of banks' agenda". He said it dealt with the "plumbing of the world financial system". The report emphasises that foreign exchange settlement exposures are not simply intra-day. It can take one to two business days and often longer before a bank can be sure that it will receive the currency that it has purchased. It says many banks lack clear internal lines of risk manage-

ment and are without the authority structures or incentives to address the issue. The central banks also warn that many market participants incorrectly believe that the probability of losses on their foreign exchange trades is not comparable to risk from their loan exposure. The committee firmly favours a private sector solution to the problem. Mr McDonough said he was confident that an education campaign suggested by the report would be "95 per cent of solving the problem", but supervisory measures would be taken if necessary. The report finds that individual banks could substantially reduce

risk", hence the scepticism about devoting significant resources to combating it. Central bankers point out that foreign exchange trading in mature currencies is becoming increasingly concentrated in the hands of a few well capitalised banks - the top 10 account for more than 40 per cent of turnover in London. They believe that any future settlement mishap is most likely to occur in an emerging market currency. Mr David Clark, executive general manager in London at Bankgesellschaft Berlin, said the industry tended to view the settlement issue as a "Cinderella

Risk strategy outlined, Page 5

## German conglomerate adopts US system of filing accounts

By Michael Lindemann in Düsseldorf

Vebsa, Germany's leading industrial conglomerate, yesterday became only the second German company to file its accounts according to the US-based Generally Accepted Accounting Principles (GAAP) standard.

"The electric utility, oil refining and chemicals group argued that the change would make it more attractive to international investors and would take it a step closer to a listing on the New York stock exchange. Vebsa, which still earns 70 per cent of its revenues within Germany, needed to become more international, Mr Ulrich Hartmann, chief executive, said at a press conference. About 44 per cent of the group's equity was held outside Germany, he said, with 15 per cent held in the US. Vebsa's move is likely to be followed by other leading German companies, especially the chemi-

cals groups Bayer, Hoechst and BASF, which have recently said they would do more to increase transparency and shareholder value.

Daimler-Benz, Germany's biggest company, has so far been the only one to report GAAP accounts. But Deutsche Telekom, which is poised for partial privatisation later this year, is expected to follow suit in order to be able to list in New York. Vebsa announced a 34 per cent rise in 1995 net profit to a record DM2.1bn (\$1.41bn), driven mainly by an extensive restructuring programme over the last two years, especially at the Hülis chemical division.

The conglomerate said it would raise the dividend on its DM5 shares to DM1.70, up from DM1.50 last year. Mr Hartmann warned that further growth this year would depend largely on whether the German economy picked up, as predicted, during the second half. Sales in the first two months of

this year had matched those of a year ago while profits had been slightly higher, Mr Hartmann said.

Converting accounts to US accounting standards has been problematic for German companies, many of whom prefer the insularity of the German accounting system. It enables them to build up reserves which might otherwise be paid out to shareholders.

Mr Kurt Lauk, Vebsa's finance director, said he had conducted "difficult" negotiations with the Securities and Exchange Commission, the agency supervising the New York stock exchange, for two years before all differences were resolved. Mr Lauk said Vebsa had chosen GAAP over the rival IAS accounting standard, widely used by large European companies, because the latter did not permit a listing in New York. "It is possible that in the next few years we will list in New York," Mr Hartmann said.

Table with multiple columns: STOCK MARKET INDICES, US LUNCHTIME RATES, OTHER RATES, NORTH SEA OIL (Argus), GOLD, DOLLAR, and STERLING. Includes data for New York, London, and various international markets.

Table titled 'CONTENTS' listing various sections of the newspaper such as Features, Companies, Foreign Exchanges, and Wall Street, with corresponding page numbers.

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NEWS: EUROPE

# Commission accepts danger Ford may move production to US Brussels allows Jaguar state funds

By Emma Tucker in Brussels and Haig Simonian in London

The British government yesterday received approval to use state funds to ensure Jaguar's new mid-sized saloon car will be built at the company's home in the Midlands of England. The European Commission authorised £71.3m (\$109.4m) of UK state assistance to the company after the government persuaded Commissioners that without it Ford Jaguar's owner, would build the new X200 small sports saloon in the US.

£80.1m aid package would have to be notified separately for approval. The Commission refused to accept the extra tranche qualified on regional grounds and argued that the ceiling for permissible assistance to the region had already been met. Although more than half the package (£45.8m) constitutes straightforward state aid and the rest will be paid as regional, environmental and training support, the government will now have to convince Brussels that the £2.7m will be used for other legitimate purposes, such as support for training. It will also have to provide

the competition authorities in Brussels with detailed annual reports on the use of the state assistance "given the variety of the aid measures, and the fact that the regional and environmental aids are granted at the maximum level acceptable," said the Commission.

Mr Nick Scheele, Jaguar's chairman, welcomed yesterday's decision, as "excellent news for Jaguar's employees, customers, dealers suppliers and the West Midlands economy in general".

The new X200 will be produced at Jaguar's Castle Bromwich plant, where paint and body facilities are to be expanded and a final assembly line installed. Stamping will take place at Ford's Halewood site in Merseyside, which like Castle Bromwich, lies in an area eligible for state aid.

The £71.3m aid is part of a Jaguar's total investment of £366m to increase capacity by about 35,000 cars a year, creating 1,360 new jobs and safeguarding a further 3,182.

"With X200 available in three years' time, Jaguar can exceed 80,000 sales a year, double its present levels," said Mr Scheele. The new model will compete with mid-sized executive cars, such as BMW's 5-Series, and re-establish a tradi-

tion of medium-sized sports saloons at Jaguar which died out in the late 1960s.

Part of the assistance will be used to build a new waste effluent treatment facility at Castle Bromwich, mainly to treat sludge from the paint shop and reduce emissions of various paint pollutants.

It will also contribute towards a big training effort to accompany the introduction of the new model. Training will be provided by local authorities and local training and enterprise councils (TECs) - employer-led bodies which administer government training schemes.

## Stability pact runs into stiff opposition

By Lionel Barber in Brussels

Germany has run into stiff opposition from its EU partners over its proposed "stability pact" to enforce budgetary discipline in a future European monetary union.

All EU member states are prepared to endorse the principle of fiscal discipline, but the majority have raised legal and political objections to the specifics of the plan put forward by Mr Theo Waigel, German finance minister.

At a meeting of the EU's secretive monetary committee in Brussels last week, only France and the Netherlands expressed support for the stability pact, according to officials familiar with the talks.

Other countries, including Belgium, a strong supporter of Emu, expressed reservations about its tough conditions which include hefty, automatic fines for fiscal delinquents and specific public deficit targets of 1 per cent of gross domestic product.

EUROPEAN NEWS DIGEST

## Ukraine trims key bank rate

Ukraine's national bank has lowered its key refinancing rate from 98 per cent to 90 per cent, reflecting an improved outlook on inflation. Monthly inflation came down from a high of 9.4 per cent in January to 7.4 per cent last month. Annual inflation in 1995 was around 150 per cent, down from 401 per cent the year before. Economists expect another drop this month, and the 1996 budget passed by parliament last week forecasts monthly inflation of 2.4 per cent by year's end, giving an annual rate of 40 per cent. The budget, which also foresees a 6.9 per cent fiscal deficit, should permit renewed International Monetary Fund support. A \$900m stand-by loan, including monies left undistributed when the IMF withdrew support in January, is likely to be approved in mid-April.

Ukraine received 27 more warships of various classes from Russia yesterday, after continuing discussions on dividing the ex-Soviet Black Sea fleet. *Matthew Kaminski, Kiev, and AFP*

## German inflation creeping up

Germany's consumer price inflation crept up to an annual 1.5 per cent in March from 1.4 per cent in February, the German federal statistics office said yesterday. Prices in western Germany rose 0.1 per cent, after a 0.5 per cent rise in February. The figures are preliminary. The office also released final data for February inflation showing prices across the whole country rose 0.5 per cent from January and 1.6 per cent from a year earlier.

Inflation is now close to a seven-year low, and many economists expect the Bundesbank to cut interest rates in response to the sluggish economy in the next few weeks, though probably not when it meets today.

German crude steel production fell 7.9 per cent in February from a year earlier, to 3.11m tonnes. In the first two months it fell 11.9 per cent, to 6.12m tonnes. *Reuters and AFX, Wiesbaden*

## French warned against small car

The French advertising standards office yesterday warned the country's consumers against a postal fraud it said raised concerns about cross-border abuses of direct marketing. A British company called World Business Corporation posted letters to French consumers, sent from Malta but giving an address in the French city of Metz. They were told that they had won "the car of their dreams", a BMW Cabriolet, and needed simply to send a cheque for FF159 (\$31.36) to help cover administrative costs. In fact, they received an almost worthless miniature model of the car.

The *Bureau de Vérification de la Publicité*, an industry-sponsored body, condemned the campaign, and said it had received about a dozen complaints from French consumers in the last two weeks. It called on advertising bodies in other EU countries to act to stamp out such initiatives. *Andrew Jack, Paris*

## Brussels probes Belgian aid

The European Commission said yesterday it had opened a formal investigation into a Belgian state aid scheme aimed at helping companies exposed to international competition. Operation Maribel versions 2 and 3 were estimated to have involved \$F11bn (\$61m) cuts in social security contributions for companies. The Commission said, "Such aid carries a risk of altering the position of competing companies in other member states," it said.

The Commission also said the Italian authorities ought to recover L26.5bn (\$11.12m) of state aid illegally granted to AltiForma a Ferriere di Servola, a steel subsidiary of a state holding company, in 1993.

The Commission allowed Italian state aid for the state-owned aluminium company Alunx, which is being taken over by Aluminium Co of America. It said it had approved a restructuring programme involving the injection of L400bn and the write-off of L1,500bn of debt because the company had returned to profitability. The Commission said it had cleared a third tranche of aid to Portuguese airline Transportes Aereos Portugueses in the form of a capital injection of Esc40bn (\$262m). *AFX, Brussels*

## Support for job quotas

The European Commission proposed legislation yesterday to assure employers that they can adopt schemes to boost the number of women workers hired or promoted, as long as they do not turn into rigid quotas. The text would bless plans that give preference to women - or men - if they are under-represented in a job category, provided employers can use some discretion in making the final decision.

The Commission said the measure was needed to clarify a European Court of Justice ruling that declared a German quota scheme illegal. "The Commission considers that the only type of quota system which is unlawful is one which is completely rigid and does not leave open any possibility to take account of individual circumstances," it said.

The Commission's text, which must be adopted unanimously by the 15 EU states before it becomes law, would permit employers to favour one sex over the other as long as they did not "preclude the assessment of the particular circumstances of an individual case". *Reuters, Brussels*

## Shell 'knew of pollution'

Turkey demanded several years ago that oil multinational Shell stop pumping polluted oil production water into drinking water deposits in the southeast, the environmental pressure group Greenpeace claimed yesterday.

Greenpeace officials gave reporters what they said was a copy of an Oil Directorate letter, of November 18, 1991, asking Shell to stop injecting the water into the Midyat deposits near the southeastern city of Diyarbakir and instead pump it back into redundant oil wells where it came from.

Turkish officials were not available to comment on the Greenpeace allegations. The environment ministry said in January it was examining media reports that Shell had polluted water in the southeast, but denied it was set to fine the company. *Reuters, Istanbul*

ECONOMIC WATCH

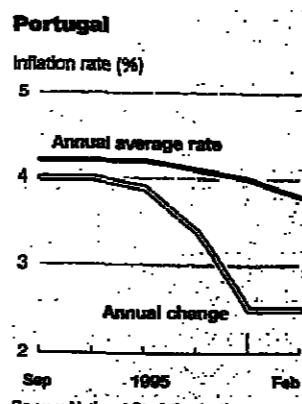
## Portuguese inflation falling

Portugal's central bank said yesterday it was confident that annual inflation would fall close to the lower end of the government's target of 3.5 per cent by the end of the year. This would be about one percentage point below 1996 and virtually ensure Portugal met the inflation criteria for European monetary union. The annual inflation rate, which fell from 5.2 per cent in December 1994 to 4.1 per cent in December 1995, dropped to 3.8 per cent in February, according to the National Statistics Institute.

The year-on-year rate has fallen considerably faster, reaching a 30-year low of 2.5 per cent in February. Exchange rate stability was one of the main reasons for the slowing rate of price increases, said the Bank of Portugal. Falling inflation has enabled the bank to make cuts in money market rates, lowering the daily liquidity repurchase rate, the rate at which banks buy funds from the central bank, to 7.8 per cent from 7.9 per cent in the latest cut on Tuesday. *Peter Wise, Lisbon*

Greek industrial production rose 2.6 per cent year-on-year in December 1995, after a rise of 3.4 per cent in November.

Italian government debt reached L2,082,700bn (\$262bn) at the end of 1995, compared to L1,937,400bn a year earlier.



## Fugitive Swiss financier arrested

By Frances Williams in Geneva

Mr Werner Rey, the fugitive Swiss financier, was arrested in the Bahamas yesterday, five years after his Omni business empire collapsed leaving debts of SFr3bn (£1.6bn).

The arrest of Mr Rey, announced by the Swiss justice ministry, followed an application for his extradition to Switzerland to face charges of fraud, forgery and other irregularities concerning the country's biggest corporate bankruptcy.

Mr Rey made his first fortune in the 1980s through taking over and then selling the Bally shoe company.

During the 1960s he built up a huge international conglomerate using highly leveraged financial deals. These came spectacularly unstuck in 1980 when rising interest rates and a slump in share prices slashed the value of Omni's assets, exposing the group's heavy indebtedness.

The empire toppled in early 1981 and shortly afterwards Mr Rey disappeared, surfacing in the Bahamas the following year. Switzerland issued an international warrant for his arrest in 1982 but failed in several attempts to have him deported.

Omni's failure left many respected names in Switzerland's banking and business community with red faces and huge unpaid debts. Lenders were so keen to lend to Mr Rey, they regarded as having the Midas touch, that they failed to make elementary checks on his credit-worthiness.

Large Swiss creditors included Swiss Bank Corporation, one of Switzerland's big three banks, and the cantonal bank of Berne, which subsequently needed a public bailout to save it from failure.

Among foreign lenders to Omni were France's Paribas, Bankers' Trust of the US and the Japanese-owned Long Term Credit Bank Brussels.

Omni's complex web of shareholdings and cross-shareholdings included big stakes in companies such as the employment agency Adia, the Sulzer engineering group, and Harpener, a German holding company with interests in property, power and services.

The Swiss authorities said in 1994 they were abandoning attempts to extradite Mr Rey because of problems in complying with the detailed requirements imposed by the Bahamian authorities. But last year they apparently changed their minds and a formal extradition request was lodged on Monday.

The financier now has the option of returning voluntarily to Switzerland or contesting the request, in which case the legal battle could last years.

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President Havel: West should be firm in face of Moscow's objections and proceed with a timetable for enlargement

## Havel blames west over Russian opposition to Nato expansion

Growing Russian opposition to the enlargement of Nato has been encouraged by the west's hesitancy about admitting new members from central and east Europe, according to the Czech president, Mr Vaclav Havel. Western leaders should be "firm" in the face of Russian objections, he said in an interview, and should proceed with producing a timetable for enlarging the alliance.

The Russian move to oppose the eastward expansion of Nato was a "fairly recent" phenomenon, Mr Havel said. "Western caution has been interpreted [in Moscow] as a sign that certain remains of interest spheres, or an invisible iron curtain, are still there, and this has stimulated Russian interest in this matter."

While proceeding with a speedy enlargement of Nato, the west should work to build a partnership between Nato and Russia, said President Havel. But it should also "explain to the Russians time and again that such a partnership is only sensible and thinkable if it is a partnership between two entities that do not interfere in one another's internal affairs".

Candidates for Nato membership in central Europe have become concerned that strong Russian opposition may discourage the western alliance from admitting them. Such fears do not appear to have been allayed by the affirmation of US commitment to Nato expansion delivered by Mr Warren Christopher, US secretary of state, in Prague last week.

Mr Christopher said enlargement was "on track and it will happen". Nato would

not "keep the new democracies in the waiting room forever".

The Czech Republic has been forging closer relations with Poland in recent months, in an effort to ensure that it is in the front rank of central European countries to be admitted to Nato.

Mr Christopher said enlargement would "naturally begin with the strongest candidates", but the goal was not to let these nations "escape from central and eastern Europe at the expense of their neighbours. Those who are first have an obligation to ensure their membership keeps the door open for others".

Mr Havel called for a redefinition of Nato "now that the threat of communist expansion is gone", and called for it to chart a timetable for enlargement at the planned meeting of the alliance in December.

On the domestic front, Mr Havel said the

Czech general election, due at the end of May, would be symbolic as the first to be held "without the revolutionary or post-revolutionary elements" that had held sway since the collapse of communism at the end of 1989.

"We now have a stabilised spectrum of political parties with their different platforms, so these are going to be real elections rather than elections that resembled referendums, as was the case before."

The most recent opinion polls suggest that the present centre-right coalition, which is led by the Civic Democratic party of the prime minister, Mr Vaclav Klaus, will remain in office, possibly with an increased majority.

The Czech Republic is virtually the only country in central Europe where voters are not expected to choose a government led by former Communist parties, as has already happened in Poland, Hungary and Bulgaria.

President Havel said the Social Democrats, the main opposition party, were "still experiencing some growing pains" and needed time to develop. Many Czechs believed, however, that "we should have a valid Social Democratic party as an alternative to the more right of centre parts of our political spectrum".

● Romania will apply for full membership of Nato this week, its foreign ministry said yesterday.

Kevin Done and Vincent Boland

## French put emphasis on jobs

By David Buchan in Paris

France yesterday dispatched its European partners its "social memorandum" calling on the European Union to make employment its "determining criterion for all initiatives, actions and spending".

Paris wants its memorandum discussed at tomorrow's Turin summit of EU leaders which will open the intergovernmental conference that is to negotiate revisions in the Union treaty. But most of its proposals do not seem to require any treaty revision, and could be pursued separately from the IGC.

"With the 18m Europeans out of work, and more than 50m threatened with exclusion [from society as well as the workplace], the duty of the EU is to respond to the preoccupations of its peoples," the memorandum says.

It wants the EU to examine the idea of promoting part-time working as a way of creating new jobs, and to take action, within its existing budget, on the 14 big trans-European infrastructure projects which have been hanging fire for several years now.

France says it also wants EU action to harmonise national legislation to crack down on "the production and trade in all forms of drugs", in a proposal clearly aimed at overcoming the Netherlands' resistance to altering its more tolerant attitude to drug users.

## Government asks treasury to prepare details of bonds issue

# Italy to cover pension arrears

By Robert Graham in Rome

Italy's caretaker government has asked the treasury to work out details of bond issues over the next six years to raise L22,500bn (\$14.4bn) to cover pension arrears awarded by a 1994 constitutional court decision.

The government has also decided to extend an amnesty on social security contribution arrears and to freeze temporarily a new pensions payment due to be made by certain categories of self-employed workers.

The measures, combined with the announcement of a

treasury injection of some L1,500bn to recapitalise, reorganise and restructure the main financial institution in southern Italy, come less than a month before the general election.

All the decisions are likely to have an impact on the 1996 budget, which aims to reduce the public sector deficit to 5.9 per cent of GDP. This week several economic forecasters predicted that the budget was likely to miss this target, not least because interest rates have yet to come down.

The constitutional court decision ordering the payment of arrears dating back to 1983

on minimum pensions was dented by the Berlusconi government in 1994 and nothing was done last year by the government led by Mr Lamberto Dini. A decision could have been postponed much longer, although the government as a caretaker could have claimed it lacked the authority. In the run-up to the April 21 elections.

Tradeable treasury bills will be issued in two tranches, the first of L12,500bn over the period 1996-98, and a second from 1999-2001. The details of the issue have yet to be worked out by the treasury.

The freeze on the move to

impose a flat-rate contribution of 10 per cent of basic salary on certain categories of the self-employed is expected to lead to loss to the treasury of L900bn. The proposal for the surcharge met strong parliamentary opposition, and the government has now retreated. The suspension of the surcharge will apply to all those affected by the original decree for the first quarter.

However, an extended amnesty - in which people who pay a contribution to their social security contribution arrears can escape penalties - is expected to more than offset this loss.

# Sweden missing Emu criteria

By Hugh Carnegie in Stockholm

Sweden's public sector deficit and public debt will remain at levels above the criteria set for inclusion in the planned European monetary union in 1997, the National Economic Research Institute forecast yesterday.

The forecast underscored the increasing pressure on Mr Göran Persson, the newly-installed Prime Minister, to include a new round of spending cuts on top of the tough budgetary measures taken over the past 18 months when the Social Democratic govern-

ment announces its budget plans for next year on April 15.

Mr Persson, the former finance minister who took over as premier last week, repeated yesterday his determination that the budget deficit will be eliminated in 1998. He has insisted that Sweden will qualify for Emu, which is due to come into effect in 1999.

But NERI, the official state economic forecaster, said a recent cooling off in the economy would slow down the process of restoring the public finances to balance. It said GNP growth of 3 per cent last year was lower than expected because of a slowdown in the

latter part of the year and that growth this year would only reach about 1 per cent, before recovering to 2.5 per cent in 1997.

The public sector deficit is set to shrink to 4.9 per cent of GNP this year - a big fall from 10.8 per cent in 1994 - in large part due to the effects of spending cuts and tax increases enacted by the Social Democrats to take SKr115bn (\$17.3bn) out of the deficit by 1998. But NERI said the deficit would remain at 3.3 per cent in 1997 - outside the EMU targets set under the Maastricht Treaty.

Likewise, the public debt, which the government at one

stage said would stabilise in 1995, will continue to grow this year to 81.9 per cent of GNP. NERI said it would decline to 81.7 per cent in 1997, but that remains far outside the Maastricht target of 60 per cent.

Mr Eric Asbrink, the new finance minister, is under pressure from the financial markets to include spending cuts of at least SKr16bn in the budget to keep the government on target. The finance ministry said yesterday the trend of improvement in the public finances had not been broken, but declined to comment on the need for more savings.

Advertisement for Romania, featuring a large image of a woman's face and the text "Romania" and "land to eat".



NEWS: ASIA-PACIFIC

# Bangladesh PM yields to opposition

By Mark Nicholson, South Asia Correspondent

Mrs Khaleda Zia, Bangladesh's prime minister, yesterday asked the country's president to form a neutral caretaker government to preside over fresh general elections in May, giving in to the central demand of the main opposition parties.

The concession promises to break a deadlock which has paralysed the country's political system for two years, led to an opposition boycott of general elections held on February 15, and plunged the country into sustained strikes and violent protests. The unrest claimed more than 80 lives and gravely harmed the country's fragile economy.

Mrs Zia called on President Abdur Rahman Biswas to form a politically neutral 11-member administration, to be headed by a "chief adviser", expected to be a former chief justice. The move follows Tuesday's passage by parliament, dominated since the boycotted poll by Mrs Zia's Bangladesh Nationalist party, of a constitutional amendment granting the president such powers. Officials in Dhaka said they expected the president to move swiftly to meet the prime minister's call.

The prime minister's move fulfils a broad pre-electoral pledge that she would use her party's inevitable victory in

the boycotted and flawed February poll to create the "atmosphere" for fully contested elections. Mrs Zia then claimed she could not create a "neutral caretaker government" while lacking a two-thirds parliamentary majority needed to make the necessary constitutional changes. But having won the boycotted poll with a sufficient majority she found she was unable to govern.

The three main opposition parties, the Awami League, the Jatiya party and the Jamaat-Islami, are likely to greet the move as an unalloyed victory for the street-based protests they have sustained since they first boycotted and later resigned from parliament over the issue last year, constitutionally forcing the recent poll.

"Khaleda Zia has accepted the concept of a neutral caretaker government," said Mr Mohammed Nasim of the Awami League. "Now she can expedite the process by stepping down immediately."

Opposition strikes and protests have in the past three weeks intensified to the point of making Bangladesh virtually ungovernable.

Troops were last week deployed at the country's main port of Chittagong to safeguard the country's exports, 80 per cent of which come from a garments industry that had already seen nearly a quarter of its factories close as orders dwindled due to strikes.

## Dispute over 'temporary' judges

# Pakistan ruling may spark crisis

By Farhan Bokhari in Lahore

Pakistan's judiciary has locked horns with the government in a dispute that threatens to provoke a constitutional crisis and is already throwing the country's legal system into turmoil.

The upheaval follows a supreme court ruling last week that appointments of "temporary" judges to superior courts were not valid because the chief justices of the four high courts and the supreme court were not consulted.

Successive governments over the past several years have chosen to appoint temporary judges, whose lack of tenure made them potentially more subject to political influence. They now number about a third of those serving in the higher courts.

The supreme court ruling came in response to a petition filed by a lawyer seeking to clarify the judges' position. Some legal experts say the judgment has opened the door for verdicts in a large number of legal cases over the years to be challenged on the grounds that they were handed down by temporary judges.

The government of Ms Benazir Bhutto, the prime minister, is waiting for a detailed written judgment from the supreme court bench before deciding how to proceed.

The ruling has been controversial even within the legal community. A meeting of Pakistan's largest bar association to discuss the issue yesterday ended in disarray after just seven minutes. Mr Khalid Ranjha, president of the Lahore high court bar association, called off the meeting of up to 300 lawyers at the Lahore high court. Lawyers opposed to the ruling attacked it vocally as anti-democratic, while those in favour shouted for its immediate implementation so that

the supreme court's authority was firmly established.

Ms Asma Jehangir, Pakistan's best known human rights lawyer, says: "If the government openly defies this judgment there can be a complete constitutional crisis" and then a possibility of the government falling. But Ms Jehangir has also criticised the judiciary for taking a "politically motivated" decision which she maintains seeks to undermine the authority of the executive. "This judgment has come because of a background of political polarisation and politicisation of the judiciary."

Many lawyers refer to the long years of martial law when a judiciary appointed by former dictators such as General Zia ul Haq, the last military president, was used to harass civilian politicians. They say that the ruling would undermine the authority of the present democratic regime.

But others urge caution. Mr Ranjha said before the meeting that the decision could be a "catalytic agent" for a political crisis, especially if the government decided to defy the court's verdict by not consulting with the chief justices before further appointments.

Mr Abid Hasan Minto, one of Pakistan's most respected lawyers, said: "If the government defies this judgment unnecessarily and does not implement it or does not seek its clarification, then they are heading themselves towards a political crisis."

The uncertainty since the verdict is undermining life in the country's higher courts. According to Ms Azra Qureshi, a barrister at the Lahore high court, "Ordinary clients are being affected because the (temporary) judges are staying in their chambers" instead of coming to courtrooms to hear cases.

# Alarm as China leans on HK civil servants

When a senior Chinese official said this week that Hong Kong's top civil servants must pledge support to a controversial appointed legislature which will replace the territory's elected body next year, alarm bells rang anew.

Mainland officials and pro-Beijing politicians in Hong Kong remained guarded about whether the statement by Mr Chen Ziyang, deputy director of the Hong Kong and Macao Affairs Office, represented a firm policy. But the local press greeted the news with headlines such as "bombshell". Democratic politicians predicted damage to morale among the territory's 180,000 civil servants and stressed the importance of the administration's neutrality after the handover to Beijing.

Governor Chris Patten, who is strongly opposed to a provisional Legislative Council, warned that attempts

to implement tests for civil servants would undermine the interests of Hong Kong and called for a clear line from Beijing. "If you do things to government before 1997 which damage its authority, that has consequences after 1997," he said.

Such responses reflect the vital role of the civil service in the transition process. The "one country, two systems" formula which underpins the handover and which is intended to guarantee autonomy for Hong Kong depends on the ability of the civil service to resist external interference.

"The civil service and particularly figures like Anson Chan will shoulder the burden of safeguarding the Hong Kong system," says one senior executive, referring to the head of the civil service who is backed by many officials and businessmen for one of

the top posts after 1997.

Fears that senior officials will be pressed to support the provisional legislature, which is strongly opposed by Britain and Mr Patten, present a potentially acute dilemma for Mrs Chan and other government secretaries, such as Donald Tsang, financial secretary.

Given that the chief executive, the head of the post-1997 government, is due to be appointed during the autumn and will then determine the administrative team, conflicts of interest could paralyse the administration and jeopardise the chances of senior officials hurrying the handover.

The high stakes and concerns for civil service morale have prompted a measured response from senior officials. Mrs Chan, who expressed regret at Sunday's decision by China to replace the existing Legco, said that

government policy was not to comment on "individual utterances". She stressed the importance of continuity and morale in the civil service and pointed to the criteria for the appointment of senior officials laid down in the treaties governing the handover.

According to these treaties the only pledge that senior officials must make is to uphold the basic law, the constitution for Hong Kong after 1997, and to be loyal to the Special Administrative Region, as the territory will then be known.

The problem, however, is that the basic law and 1984 Sino-British Joint Declaration on Hong Kong make no reference to the provisional Legco, which emerged from the failure of Britain and China to agree on a "through train" legislature and which has rapidly become the focus of dispute between Beijing, London and

Hong Kong. This dispute threatens to spill into other key areas of the transition. And while the minutes of Legco might seem remote to many Hong Kong's senior civil servants, such as Mrs Chan and Mr Tsang, are well known and respected public figures. A perception that obstacles were being placed in their path would undermine confidence in the transition.

Mr Shen Guofang, China's foreign ministry spokesman, hinted that additional obstacles would not be constructed. "We judge Hong Kong people by whether they love the motherland and whether they support the basic law," he said. But the Legco issue will not be easily resolved and, in the tense diplomatic atmosphere it has created, more pot-boilers may shake the journey back to China.

John Ridding

# Beijing puts off Three Gorges issue of bonds

By Tony Walker in Beijing

China will defer for the time being the issue of bonds in international markets to fund its controversial \$30bn (£19.5bn) Three Gorges dam, following a strong build-up in its own foreign exchange reserves.

Mr Guo Shuyuan, vice chairman of the Three Gorges Project Construction Commission, said plans had been shelved to issue \$300m of bonds in the Japanese and US markets.

"Because of the build-up of China's foreign exchange reserves we may be able to solve our funding problems on our own," said Mr Guo in an interview, "but of course this will depend to an extent on the availability of export credit."

The Three Gorges Commission, which is overseeing construction, had planned to issue \$100m in bonds in 1996 and a further \$200m this year. It estimates the cost of imported equipment, including generators and transmission lines, at about \$3bn.

Mr Guo said the commission's ability to fund what will be the world's biggest hydro-

power scheme from China's own resources would depend partly on the continuing healthy state of its foreign exchange reserves, which exceeded \$70bn at the end of 1995.

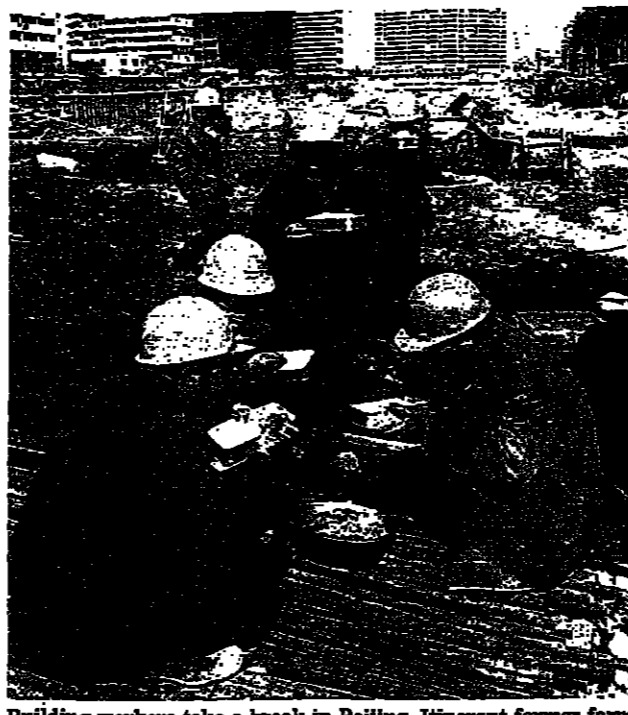
He said the commission had not fully tested the international market for export credits because the Three Gorges project had not yet entered the phase where it needed a great deal of imported equipment.

It had borrowed \$100m from the Bank of China to purchase trucks and heavy earthmoving equipment for the project's first stage, construction on which began in 1994.

The Three Gorges scheme is due to be completed in 2009 with 26 generators producing 84.7bn kilowatt hours of electricity, equivalent to a ninth of China's national total in 1993.

The first two generators would begin operating in 2003, and by 2006 an additional eight would be in operation, at which point the project would become self-financing, according to Mr Guo.

The commission vice chairman was critical of opposition from the US National Security



Building workers take a break in Beijing. Itinerant former farm workers are taking part in city building boom across China.

Council to the US Export-Import bank providing funding for the Three Gorges project. The administration is concerned about environmental consequences and displacement of people. Up to 1m people will have their homes inundated or otherwise made uninhabitable.

Eximbank's China window was closed for a month as a result, before reopening on Monday. "We don't find it very

wise of the National Security Council to make such a decision," said Mr Guo. "From whatever aspect you look at it, the Three Gorges project will benefit the Chinese people and help modernise the Chinese nation."

Caterpillar and other US companies anxious to supply equipment to the giant project are lobbying the administration to reverse the National Security Council position.

# Open market operations to start

By Tony Walker

China's central bank is expected to launch limited open market operations from next Monday in a critical step towards developing its financial markets and making its currency convertible.

In Beijing, an International Monetary Fund official said it would take several years for the Chinese to move to a fully fledged open market for treasury bills and other tradable instruments, but this marked an important beginning.

He said a shortage of treasury bills meant that for the time being, open market operations would have a limited

impact on monetary policy, but there were ways open to the authorities to enlarge the market by converting central bank advances to government into short-term paper.

Reuter quoted a Chinese economist as saying trading volume in treasury bills normally had to amount to at least 10 per cent of gross domestic product to enable the central bank to manage effectively monetary policy. China has about Yn80bn (\$8.25bn) of treasury bills available for trading, less than 2 per cent of last year's GDP.

China's decision to begin open market operations in treasury bills and other instru-

ments follows the establishment earlier this year of an interbank market for the Chinese yuan based on 35 regional trading centres. Reform of financial markets is a priority in the latest phase of China's modernisation.

Under the present system the central bank controls interest rates through the imposition of quotas on loans. Monetary policy has been largely the function of a planned economy with the imposition of credit ceilings in line with the national plan. But under a market-based system to determine interest rates, and credit China would be taking a big stride towards building

a modern financial system. The IMF representative said China's financial sector reforms appeared to be proceeding according to plans laid down in 1993, including open market operation on an experimental basis. "This is a *bona fide* reform," he said. "The Chinese are moving quite rapidly to get market-oriented techniques in place. Everything they have done so far in terms of financial sector reform has by and large been successful."

China has said it plans to make its currency convertible on the current account by 2000, but Chinese leaders have indicated they are anxious to bring this target forward.

## ASIA-PACIFIC NEWS DIGEST

# Work starts on Manila railway

After years of bureaucratic in-fighting, work began yesterday on a mass transit railway in Manila which is seen as the long-term solution to the Philippine capital's worsening traffic problems. At the opening ceremony for construction of the 17km elevated urban railway President Fidel Ramos said the \$660m (£430m) project would be funded entirely by the private sector under the country's build-operate-transfer (BOT) laws.

The mass transit system, which will link the capital's business district in Makati to key points in the city on a semi-circular route, will have a capacity of up to 1m passengers a day and will cut pollution levels by up to half, according to a study by the Asian Development Bank. The scheme is expected to be completed by mid-1998.

The Philippine government also said yesterday that work on a series of arterial transport schemes, including a 180km highway linking Manila to Clark air base and Subic Bay Freeport, the former US military bases converted into special economic zones, would get under way this year. The elevated rail project launched yesterday is part of the government's \$4bn master-plan, drawn up by the ADB and Japanese government, to modernise and integrate Manila's transport system over the next five years.

A consortium to build the project, led by local groups including Ayala Land, the country's largest property company, and PII-Estate Management, a Chinese-Philippine group, has sought a revision of commercial clauses governing the 25-year BOT contract.

Edward Luce, Manila

# Japanese stop-gap budget passed

Japan's troubled national finances were restored to order yesterday when the lower house of parliament approved a ¥11,600bn (\$71bn) stop-gap budget to fund the government for the first 60 days of the fiscal year starting next Monday. Agreement was made possible by the main opposition party's decision on Monday to lift a three-week parliamentary blockade, mounted in protest against an unpopular scheme to use public money for the liquidation of bankrupt *jusen* housing loan companies.

The stop-gap budget is scheduled for agreement tomorrow by the upper house, the final legislative stage. Parliament will then resume debate early next month on the full-year ¥97,100bn budget, which contains the funding for the *jusen* plan.

William Dawkins, Tokyo

The Tokyo District Court yesterday handed down the first verdict following last year's nerve gas attack on the Tokyo subway, jailing Mr Seiji Tachibana, a 36-year-old member of the Aum Shinri Kyo cult, for seven years for helping to produce the sarin gas.

AFP, Tokyo

# Court rejects Kumaratunga line

The Sri Lankan appeal court ruled yesterday that two opposition-held provincial councils dissolved in January on President Chandrika Kumaratunga's orders were dismantled unconstitutionally. The ruling was expected to cause political embarrassment for Mrs Kumaratunga and her government before local government elections and a crucial referendum expected in the near future. Provincial governors dissolved the two councils in North-Central and Sabaragamuwa on January 3 after allegations of corruption and misuse of funds. Both councils were ruled by the United National party whose 17-year rule was ended by Mrs Kumaratunga's People's Alliance in the 1994 presidential and general elections. Local government elections have to be held by May. Reuter, Colombo

# Japan takes many small steps to deregulation

By William Dawkins in Tokyo

The Japanese government plans tomorrow to unveil what promises to be a modest package of economic deregulation measures, likely to be in line with the low expectations of business lobbies and trade partners.

A ministerial panel yesterday put the finishing touches to a draft of roughly 550 economic deregulation steps, submitted by individual ministries over the past few weeks. The fourth such package over the past year. This is part of a three-year programme to April 1998, intended to curb Japan's

perennially high business costs and barriers to competition, which are seen as a constraint on growth and a factor in the high trade surplus.

Officials of the Keidanren, the leading business federation, said the draft earned high marks for the sheer number of proposals, but ignored the most important deregulation points which it had proposed to the government.

According to advance announcements to the Japanese press, a series of technical financial measures are proposed - including some relaxation of foreign exchange trading procedures for indus-

trial and securities companies, easing the listing rules for entrants to the over the counter market which operate in the service sector, and reducing the minimum unit price of commodity funds.

Financial market deregulation has been pushed hard by a formerly cautious Finance Ministry over the past year, in an attempt to stem the loss of capital market business to cheaper centres in Asia and elsewhere.

Other significant deregulation steps in the draft include greater access to local telecommunications networks for private telephone compa-

nies, fewer restrictions on imported building materials, and the easing of official price approvals for mobile phones.

Measures sought by the Keidanren but omitted from the draft plan include the lifting of a ban on holding companies, the removal of restrictions on the kinds of temporary jobs which employment agencies may provide and the relaxation of remaining constraints on foreign lawyers' freedom to work in Japan. A government panel has proposed delaying for another year a decision on whether to split up Nippon Telegraph and Telephone, the

dominant state-controlled telecommunications carrier.

The draft is, however, rich with extremely small deregulation steps which are likely to have little impact on business costs. These include a proposal to allow an increase in the number of city-centre taxis, where there is already a surplus, and another plan to allow convenience stores to sell vitamin compounds, popular as hangover cures. Final details are to be approved at a cabinet meeting tomorrow.

Economists in Tokyo saw the draft plan as a sign that the year's recent stability and the beginnings of economic

recovery had reduced the government's sense of urgency in deregulating the economy.

Policymakers "are not feeling a great deal of pain or fear," said Mr Robert Feldman, director of economic research at Salomon Brothers Asia.

While cautious, the draft package was "another step in the right direction," said Mr Richard Werner, chief economist at Jardine Fleming Securities. "Every little concession that they make is a reduction in bureaucratic power. They cannot move backwards." Survey: Japanese Financial Markets, Separate Section; See Editorial Comment.

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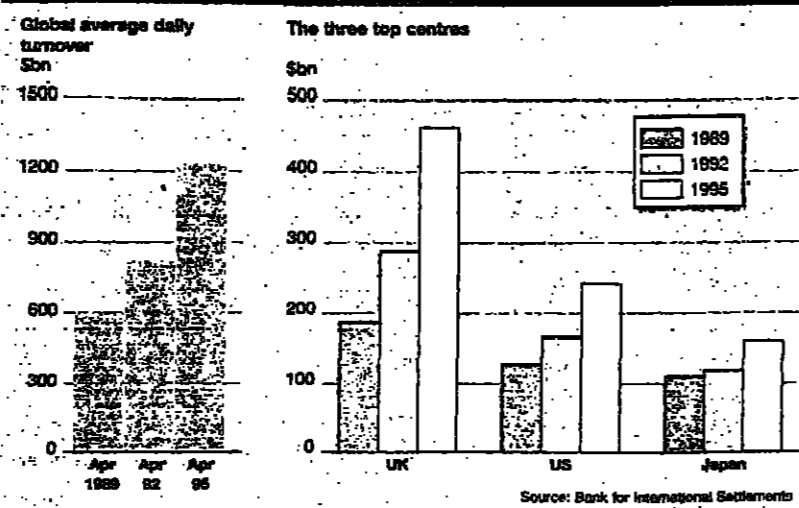
NEWS: INTERNATIONAL

# BIS outlines forex settlement risk strategy

Concern has grown about payment exposure in a \$1,230bn-a-day market, writes George Graham

When Bankhaus Herstatt, a small Cologne bank, collapsed in 1974, it cost its foreign exchange trading partners more than \$620m in uncompleted deals and created a whole new category of risk for central bankers to worry about.

### Foreign exchange turnover: strong growth continues



The New York Fed's William McDonough yesterday. Forex settlement risk will go to the top of banks' agenda

absorbing big investments of time and money.

"Despite their considerable capacity to reduce FX settlement risk through individual and collective action, many banks remain sceptical about devoting significant resources to such efforts," notes the BIS report.

It complains of failure to recognise that banks can routinely incur significant settlement risks overnight and during weekends; a mistaken view that foreign exchange exposure represents less of a risk than a loan; and false comfort that major banks trading in the foreign exchange market are "too big to fail".

Where central bankers see Barings as a frightening warning of how close the Ecu clearing system, came to collapse, many foreign exchange dealers, by contrast, see it as proof that the market and the authorities can deal with a future problem of this kind.

The limited investment that many private sector banks are willing to invest in dealing with Herstatt risk may not be good enough to satisfy the central banks.

The BIS report's initial recommendation is that central banks should use "moral suasion" to encourage banks to adopt measures to control their settlement risk.

But it also suggests the possibility of supervisory guidelines on the measurement of foreign exchange settlement risks, regular confidential reporting and perhaps public disclosure of exposures.

If that does not prove enough, the report warns, central banks might also consider framing formal limits on foreign exchange exposures or including foreign exchange among the risks against which banks have to hold a capital cushion.

Last year, their fears were revived again when the collapse of Barings Brothers, the UK bank, threatened to block the settlement of Ecu50bn (£39bn) of payments, even though Barings itself was involved in less than 1 per cent of them.

In a report published yesterday under the auspices of the Bank for International Settlements, central banks from the main financial centres outlined a three-pronged strategy to be pursued over the next two years with the goal of substantially reducing the extent of settlement risk in the foreign exchange market.

The problem arises because payment mechanisms in different countries work in different ways and open at different times. A bank on one side of a foreign exchange deal may have handed over D-Marks irrevocably in Germany some hours before the US payments system can deliver the dollars it expects to receive in return.

That may seem like a small risk, but with an estimated \$1,230bn changing hands daily in the foreign exchange market, even a small hiccup can create a massive liquidity problem.

With the rapid growth of foreign exchange turnover, a Herstatt-sized failure today could run to billions.

Some banks say they routinely settle foreign exchange trades worth more than \$1bn with a single trading partner on a single day - and they can build up as much as three days exposure by sending irrevocable payment instructions to national payment systems before actual settlement.

That means that foreign exchange exposure to a single bank could rank in the billions - enough to shake even the largest and best capitalised of banks.

The strategy contained in the BIS report calls for:

- Individual banks to improve the management of their foreign exchange settlement exposures.
- Bank groupings to develop multi-

lateral ways of reducing settlement risk by netting exposures (setting a single net payment rather than paying each amount in full) or by allowing "real time" settlement in which both sides of a trade are paid over simultaneously - known as payment versus payment.

Central banks to improve their national payments systems and to press their domestic banks to stiffen their risk controls.

These goals are, on the face of it, well within reach.

Many banks, for example, already impose limits on their own exposure to other banks, or by date. Application of "best practice" across the industry could, the BIS calculates, reduce exposures by half or two thirds.

On an industry scale, too, netting arrangements such as FXNET and

Echo are already in operation, while the Multinet clearing house bank hopes to start operations this year. More ambitiously, the Group of 20 leading international banks is planning the creation of a global clearing house bank to provide real time payment versus payment.

The BIS recommends that central banks extend a helping hand to such multi-currency settlement mechanisms, for example by providing credit facilities - even though it warns that central clearing banks on the scale envisaged by the G20 could create a serious drain on liquidity in many domestic money markets, with consequences for monetary policy.

But, to the evident irritation of the central banks, private sector bankers rank Herstatt risk considerably lower on their list of priorities than issues such as market risk, which are now

### INTERNATIONAL NEWS DIGEST

## Rabin's assassin jailed for life

Yigal Amir, the rightwing Jewish fanatic who assassinated Israeli prime minister Yitzhak Rabin last November, was jailed for life yesterday after being found guilty of murder. Presiding Judge Edmond Levy said the 25-year-old student had acted with "premeditation and astounding composure". Judge Levy said: "He is not worthy of mercy because he lost all semblance of humanity." The court rejected the defence claim that it was a case of manslaughter because Amir had meant only to paralyse Mr Rabin to stop the Middle East peace process. Amir described the proceedings as a show trial and told the court he "acted for the Israeli nation".

The report on security lapses of the day of the assassination is to be published today. *Julian O'Connell, Jerusalem*

### Likud lurches further right

Israel's rightwing opposition Likud party lurches further to the right yesterday after two hawkish generals emerged as the party's most popular leaders in internal party primary elections. Retired general Yitzhak Mordechai, a newcomer to politics, topped the list of candidates to stand in parliamentary elections on May 29. In second place was Mr Ariel Sharon, a hardline former army chief and defence minister who was the architect of Israel's invasion of Lebanon in 1982.

On Tuesday the ruling Labour party elected four former generals in the top 10 places in its primary. Political experts said the results of both primaries showed the depth of security concerns following a spate of suicide bombings by Palestinian extremists. *Julian O'Connell, Jerusalem*

### Rand plunges on Zulu fears

Fresh fears about the stability of President Nelson Mandela's post-apartheid government hit the South African rand and bonds yesterday. The rand slumped to 3.9675/80 against the dollar in late trade, a loss of more than four cents on the day, and the lowest level since February 21, when it touched an all-time low of 4.03. Foreign exchange dealers said the currency was hit by early selling from London with foreign investors unnerved by a planned march today to commemorate the killing of eight Zulus two years ago.

Today's march is seen as a potential flashpoint in the rivalry between Mr Mandela's African National Congress and the Zulu-based Inkatha Freedom Party (IFP). Police expect 10,000 Zulus, carrying traditional weapons in public in defiance of a ban last week, to join the march. *Reuter, Johannesburg*  
Survey: Investing in South Africa, separate section

### Liberal to head Islam university

The leadership of Egypt's Al Azhar University, the most prestigious and oldest academic institution in Sunni Islam, has passed into the hands of Sheikh Mohammed Sayed Tantawi who, as Egypt's Grand Mufti, was noted for his tolerance and liberalism. The appointment, made yesterday by President Hosni Mubarak, follows the death of Mr Tantawi's ultra-conservative rival Sheikh Gad al Haq Ali Gad al Haq.

Egyptian intellectuals view the government's choice as an enlightened attempt to turn back the conservative orthodoxy of Al Azhar which was encouraged by the former Grand Sheikh during his 14-year tenure as leader of the 1,370 year-old university. But some Islamic scholars believe that the appointment of such an overtly pro-government Grand Sheikh will serve only to undermine further Al Azhar's standing in Egypt and within the Moslem world. *James Whittington, Cairo*

## Bahrain's rulers take hard line on Shia unrest

By David Gardner in Manama, Bahrain

Bahrain's ruling al-Khalifa family said yesterday it would put on trial the Shi'a Moslem clerics it accuses of fomenting the increasingly violent campaign to restore constitutional rule.

Sheikh Mohammed bin Mubarak al-Khalifa, foreign minister, said the Gulf financial centre was determined to resist demands to reinstate the National Assembly dissolved in 1975. He said, "western-style

democracy" would "divide rather than unite" Bahrainis. "We say openly: that won't work here. We are saying we have chosen our way forward...we're going to do it our way," he said in an interview.

Sheikh Mohammed was speaking a day after Bahrain carried out the first execution connected to the 16-month-long agitation, and as the government braced itself for a second night of rioting in Shi'a villages which opposition sources say has already claimed three lives. The al-Khalifa have ruled

Bahrain for more than two centuries. However, like the other absolute monarchies of the oil-rich but now fiscally strapped Gulf, they are under pressure to share power as Kuwait's al-Sabah royal family has had to do with an elected National Assembly.

Bahrain's Sunni Moslem rulers, however, have rallied support from neighbouring Saudi Arabia, from the US, which headquarters its Fifth Fleet here, and from the UK, the former colonial power. The al-Khalifa claim that Iran's Shi'a Islamic revolution-

ary regime is manipulating the Shi'a majority to destabilise the whole Gulf, although they have so far produced no proof.

The leading Shi'a clerics are formally seeking only a Kuwaiti-style assembly - more an auditor than a legislature, before which appointed ministers must appear - and in this they are supported by sectors of the Sunni community.

But Sheikh Mohammed insisted that "we have a fundamentalist movement here which wants to govern, and not only in Bahrain." He stopped short of saying

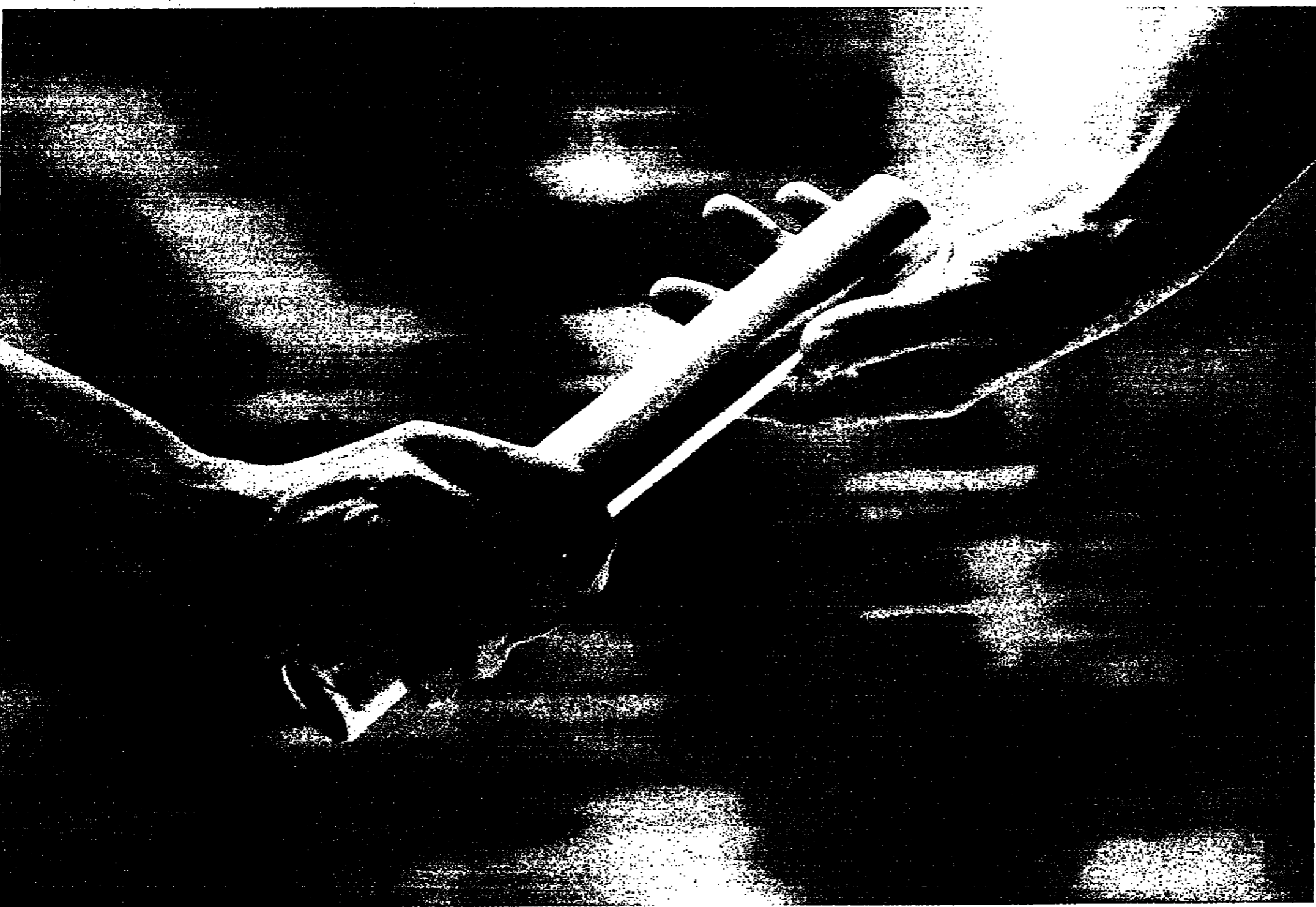
Iran was behind this year's bombings of hotels, banks, and businesses in Manama, the Bahraini capital, saying "we don't want to escalate things".

But he said the agitation was clearly organised, its leaders trained, and supported financially by "certain foreign forces". He also complained about deported Shi'a clerics such as the charismatic Sheikh Ali Salman using London as a base to attack the government. "They use the language and the cover of democracy while their allies here use bombs," he said.

Sheikh Abdelamir al-Jamri and other leading Shi'a clerics now in jail would "be put on trial", the foreign minister said, and "there they will have to explain their role and who is behind it."

Mr al-Jamri is a former MP and was the government's main interlocutor in a "dialogue" last year, which gave Bahrain eight months of peace. The violence resumed in January, moving from the outlying Shi'a villages to Manama, after both sides accused each other of failing to honour their undertakings.

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NEWS: THE AMERICAS

# Drugs makers face anti-trust probe

By Richard Waters in New York

Anti-trust authorities in the US have launched what could become a wide-ranging investigation into the way drugs companies set their prices.

The Federal Trade Commission inquiry is believed to have been triggered by a recent agreement by a group of drugs companies to pay around \$400m to settle a civil anti-trust suit brought by small retail pharmacists.

However, the terms of the review have been drawn widely to allow FTC investigators to examine how the big pharmaceutical companies arrive at their prices for other customers as well.

A number of the 22 drugs makers

named in the FTC's order authorising the enquiry maintained yesterday that they did not collude in setting prices. Schering Plough, for instance, repeated earlier assertions that its prices are arrived at "entirely legally" and are "determined in response to market forces."

Companies being reviewed include big non-US manufacturers such as Glaxo Wellcome, as well as big US manufacturers such as Merck and American Home Products.

The Federal investigation comes at a time when pharmaceutical companies have begun to raise their prices in the US again, after a period in which most had held their level. Political pressure on the drugs makers from the early years of the Clinton presidency has

receded, following the failure of the administration's healthcare reform plans.

The FTC's review follows an agreement by a group of large drugs companies to settle a claim from retail pharmacists that they had colluded in charging higher prices to pharmacists than they did to other, larger customers.

In an order authorising the inquiry, however, the agency's commissioners said its terms of reference covered whether the manufacturers were "engaging in unlawful concerted activities to raise, fix, maintain or stabilise the prices of pharmaceutical products in the United States."

Even if the FTC's investigation focuses primarily on prices charged to

small pharmacists, it could prove more damaging to the drugs makers than the settlement they recently agreed. That settlement did not require the manufacturers to change their pricing practices in any way. Any action by Federal regulators, on the other hand, would almost certainly require a change in practice.

News of the inquiry prompted a broad fall in share prices among US drugs companies. However, some Wall Street analysts played down the significance of the review.

"I don't believe anything which will be uncovered will be to the detriment of the industry," said Mr Arvind Desai, an analyst at Mehta & Islay. "Pricing has been an individual company decision in the past."

## Jurek Martin on why the plain sailing is over for the Republican candidate

### Tricky task for triumphant Dole

Senator Bob Dole, no longer needing to win a single extra delegate to claim the Republican presidential nomination, now faces the tricky task of keeping alive public interest in his campaign in the months ahead. Following sweeping victories in Tuesday's California, Washington and Nevada primaries, he spoke of the "long dry spell" before the mid-August party convention in San Diego.

The Senate majority leader hinted he might float names of possible running mates and cabinet members in a prospective Dole administration "to keep people engaged." But

with the remaining primaries, finishing with New Jersey in early June, inconsequential, most of his time will be spent in Washington in high profile legislative battle with President Bill Clinton, his November opponent.

Mr Dole's win in California - which has the largest delegate haul of any state, with 165 - put him way over the 996 delegates needed to become his party's nominee. Mr Pat Buchanan, the conservative commentator who was trounced in the western primaries, conceded Mr Dole had the nomination locked up. But he refused to withdraw from the race and continued to hint he could leave the party if his policy demands were not met.

Mr Ross Perot, the 1992 independent candidate, this week embarks on a nationwide speaking tour reminiscent of his activities before his decla-

ration four years ago. Mr Dole believes another run by the Texas billionaire can only help Mr Clinton's election prospects.

An extensive exit poll conducted by the Los Angeles Times on Tuesday underlined some of the problems Mr Dole faces in the general election, especially in California.

About 35 per cent of Republican primary voters, mostly self-described moderates, said they would prefer Mr Clinton over Mr Dole in a straight match-up, with three in 10 opting for the president if Mr Perot were also on the ballot. An extrapolation of the poll found 53 per cent likely to vote for Mr Clinton, 33 per cent for Mr Perot.

Retired General Colin Powell, whom Mr Dole, at the minimum, would like to entice into a cabinet, was the overwhelm-

ing favourite to be picked as Republican vice presidential candidate. By contrast only 6 per cent wanted Mr Dole to choose Governor Pete Wilson, an indication of how far the incumbent governor has fallen out of favour in his own state.

California also voted on Tuesday on several state-wide propositions. One of them saw a defeat for the National Rifle Association in the easy rejection of an initiative to permit resumed hunting of the mountain lion, banned by the electorate only five years ago.

The state also rejected three initiatives aimed at curbing the influence and income of trial lawyers. One, imposing ceilings on legal contingency fees, failed narrowly, but the other two, introducing no-fault car insurance and the "loser pays" provision in securities lawsuits, went down comprehensively.

Mr Tom Proulx, the driving force behind the propositions, said afterwards "we were bombarded by lies from the trial lawyers," who had been able to outpace his effort.

However, one of the other causes in which he is interested was boosted by the comfortable approval of an initiative creating "open primaries," in which registered Republicans, Democrats and independents would be free to cast ballots in whichever party election they wished. State leaders of both parties had campaigned against this.

California also appeared more willing to support public works projects out of their pockets. These ranged from building a new baseball stadium in San Francisco to multi-billion dollar bond issues for schools construction and the seismic reinforcement of bridges and freeways.

## US sees a rebound after dodging 'recession missile'

By Michael Prowse in Washington

The US economy is rebounding after a sluggish period at the end of last year, Mr Alan Greenspan, chairman of the Federal Reserve, indicated yesterday in upbeat congressional testimony.

He spoke following the release of official data showing an unexpected 2.5 per cent decline in orders for durable goods last month. However, economists said the decline reflected an erratic fall in defence and civilian aircraft orders.

Mr Greenspan said the economy was "moving past the disruptions that had slowed it in previous months." Much of not all of a needed reduction in corporate inventories had been achieved. Restraining

influences, including high levels of consumer debt, were "not so strong as to seriously jeopardise the continued expansion of the economy."

"The Fed needed to remain alert to inflation risks. Recent data indicated 'the economy should be able to continue operating at a high level of resource utilisation, sustaining growth without risking a reversal of progress that has been made toward the goal of price stability.'"

Private-sector economists generally agree with the Fed's analysis. "It looks as though we dodged the recession missile," said Mr Robert Dederick, economic consultant at Northern Trust, a Chicago bank. "We're preparing for the second leg of expansion."

The fall in overall orders last month followed a revised 0.6

per cent decline in January. However, analysts said the details were more encouraging. Excluding aircraft and defence goods (which tend to be highly volatile) orders rose 0.6 per cent last month. Orders for civilian capital goods excluding aircraft - a guide to investment trends - rose 3.7 per cent last month, following a 1 per cent gain in January.

Mr Greenspan cited a range of recent data pointing to healthy growth including increases in sales of cars and other retail goods, in housing starts, and in business spending on capital equipment.

Reports on inflation were also "reasonably encouraging." Consumer and producer prices had been well behaved while materials prices continued to edge down.

## AMERICAN NEWS DIGEST

### Women-owned business boom

US women have been forming companies at nearly twice the rate of all businesses, and revenues at their operations have more than tripled over the past nine years to about \$2,300bn, a report released yesterday said. The National Foundation for Women Business Owners said the number of women-owned businesses in the US has increased 78 per cent since 1987 to 7.56m. In contrast the total number of US businesses during the same period grew by 47 per cent, the group said.

The report underscores a trend that has largely been in place since the 1980s, when businesses multiplied and the increase was notably dramatic for women. "It's gratifying to see that the trend has continued," said Ms Julie Weeks, director of research at the foundation.

Sales at the women-owned businesses reached an estimated \$2,300bn this year, up 236 per cent from 1987. Employment at women-owned businesses also grew an estimated 183 per cent over the nine-year period.

The report said that women-owned businesses now employ 26 per cent of the American work force, or some 18.5m workers. The report found women-owned businesses tend to be concentrated in the services industry, which accounts for 52 per cent of the total.

Reuter, Washington

### Samper denies cover-up plot

President Ernesto Samper of Colombia has testified that his government did not plot to cover up evidence of drug cartel contributions to his 1994 election campaign and that he had never made any deal with traffickers. Mr Samper also handed over documents and video tapes to support his claim of innocence and to show that he personally had led the government's fight against the drug cartels.

His testimony came on Tuesday night to Mr Heyne Mogollon of the congressional accusations commission, the only body constitutionally authorised to hear charges against a sitting president. Mr Mogollon, who spent nearly seven hours questioning the president, campaigned with him and also received some support from the Liberal party funds that he is now investigating. Proceedings have been opened against three cabinet ministers for alleged involvement in handling campaign drug funds and exceeding legal expenditure limits.

Sarita Kendall, Bogotá

### Canada curbs US wheat imports

Canada yesterday banned durum wheat imports from the US and restricted other wheat imports from several US states because of concerns about karnal bunt fungus, Canadian agriculture authorities said. Under the curbs, effective immediately, durum wheat imports are prohibited from all US areas.

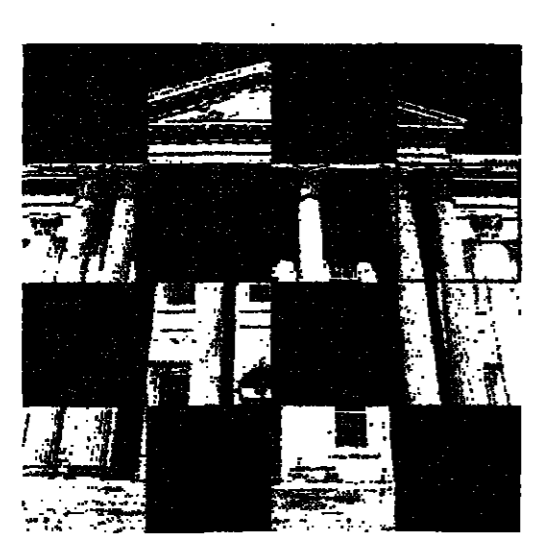
Imports of other wheats and triticale, a hybrid of wheat and rye, were restricted from Arizona, Texas, New Mexico and California, states considered high risk areas for the fungus.

Canada imported only 4,000 tonnes of US durum wheat in 1995 but is a major exporter of wheat to the US. Durum wheat is used chiefly in making pasta.

The US agriculture department on Tuesday quarantined the state of Arizona, four counties in New Mexico and two counties in Texas in an effort to contain the effects of a karnal bunt infestation discovered in Arizona durum seed on March 8. Karnal bunt reduces yields and affects the taste and smell of flour. The fungus has never been established at latitudes north of the 35th parallel, Canada says. The Canada-US border is on the 49th parallel.

Reuter, Winnipeg

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## Cuba retreats behind hardline stance

By Pascal Fletcher in Havana

Cuba's leadership has responded to tougher US economic sanctions by retreating into a harder-line communist stance.

It says it will continue cautious state-controlled economic reforms, but will resist efforts or influences that seek to subvert, corrupt or divide its one-party socialist system.

Mr Raul Castro, defence minister, brother of President Fidel Castro and the number two in the ruling Communist party hierarchy, told the party's central committee at the weekend that Cuba should "combine our economic opening with ideological firmness".

The US this month tightened its economic embargo against Cuba in retaliation for the February 24 shooting down by Cuba of two civilian aircraft. The measures allow action in

US courts against foreign companies benefiting from or "trafficking" in assets seized after the Cuban revolution.

In a separate report Cuba's leading economic strategist, vice-president Carlos Lage, said the US embargo would hurt the economy by putting a brake on fresh foreign investment. Investment had so far come mostly from Canada, Mexico, Spain and other European nations.

"Foreign investment is necessary, it is important and we have to promote it but it is not the essential factor in our economy," he said.

"We have to be clear in our minds that the main weight in our economy is, and will continue to be, the state," he said.

"The decisive battle is to make state companies more efficient... socialism has to be efficient".

He cited without details,

"isolated cases" of foreign companies and banks which had already said they would stop supplies and financing to Cuba because of the measures.

Mr Lage said that the economy, although still depressed, had grown 7 per cent in the first quarter of this year, thanks largely to a 45 per cent surge in tourism and recovery in the sugar sector, which was on track to produce a 1996 target of 4.5m tonnes.



David Packard (seated) and partner Bill Hewlett developing the audio oscillator in their rented Palo Alto, California, garage in 1939. The device, for measuring sound waves, gave their company its first commercial success with an order from Walt Disney. An automatic lettuce thinner and a shock machine to help people lose weight were among other early products. Hewlett and Packard had no grand

vision of their company's technological direction, unlike many of their modern-day counterparts. They turned their heads to whatever kind of mechanical or electrical equipment customers required. "We thought we would [only] have a job for ourselves," Packard said last year. "That's all we thought about in the beginning... we hadn't the slightest idea of building a big company."

### OBITUARY: DAVID PACKARD

## Radical who built group with open management style

David Packard, a legend throughout the world electronics industry, died on Tuesday at the age of 83 after a brief illness.

His death marks the end of one of the most enduring and successful business partnerships in the industry. Together with Bill Hewlett, Packard formed the company that bears their names in 1939 - starting out with just \$538 in cash and working in a rented garage in Palo Alto, California.

Today, Hewlett-Packard has 100,000 employees in 120 countries. The company recorded revenues of more than \$31bn last year and is a leading manufacturer of computers, printers and a broad range of electronic instruments used in industry, science and medicine.

An imposing, six-foot-five with a deep baritone voice, Packard led Hewlett-Packard as president or chairman from the date of the company's incorporation in 1947 until his retirement in 1993.

He was also active in government, serving as deputy defence secretary in the first Nixon administration from 1969 to 1971, and later as a trusted adviser and member of several government commissions. In particular, he helped to foster US business ties with China in the 1970s.

But Packard will be best remembered as one of Silicon Valley's first technology entrepreneurs. When they formed their company, Hewlett and Packard, who met as students at Stanford University, created in northern California the world's largest complex of high-tech industry - a trend thousands of others have followed in the past half-century.

Their influence on corporate America runs deep. Their legacy, and the achievement that Packard was most proud of, is a management style based on openness and respect for the individual that has become a model for the electronics industry and beyond.

From the outset, Hewlett and Packard believed that employees should have an opportunity to share in the progress of their company. They gave production bonuses to early employees, "and the same share was paid to the janitor as the top manager," Hewlett recalled in a 1992 interview. Later this evolved into an employee stock option scheme, that has become the standard for US high-tech start-ups.

"We both felt fundamentally that people want to do a good

job," Hewlett said. "They just need guidelines on how to do it." The role of managers, then, he believed, was to lead, rather than merely direct.

"Some people know all the details of how to manage something, but they just don't have leadership capability. And that's one thing that's extremely important," Packard said last year, when his book *The HP Way: How Bill Hewlett and I built our company*, was published.

"We didn't want to have a 'hire and fire' company," Hewlett explained. At the time, their approach was radical. "Profit was a businessman's sole objective. Labour was considered a commodity that could be bought and sold on the market," Packard recalled in his book.

By contrast the "HP Way" is informal and open. They

out well in the long run." Hewlett and Packard had no "grand vision" of technological breakthrough like many of their modern-day counterparts. They turned their heads to whatever kind of mechanical or electrical equipment customers required.

"Professors of management are devastated when I say we were successful because we had no plan," Hewlett said with a grin. "We just took on odd jobs."

Some were odd indeed. They included developing an optical device to flush a urinal automatically and an automatic lettuce thinner, designed to thin out rows of vegetable seedlings, and a shock machine to help people lose weight.

But Hewlett-Packard found its niche with a device invented by Hewlett during post-graduate studies at Stanford University. The audio oscillator, for measuring sound waves, gave Hewlett-Packard its first commercial success with an order from Walt Disney for use in production of the cartoon feature *Fantasia*.

Later the company would become an early leader in the market for pocket calculators, despite Packard's scepticism. "We weren't sure we could make money on it," Hewlett said. He eventually persuaded Packard that if they could sell 10,000 they would break even. "Well, we sold something like 100,000 in the first year," Hewlett said.

Even outside their company, the two men shared many common interests, jointly operating cattle ranches in California and Idaho and regularly sharing family holidays. During Packard's final illness, Hewlett was a daily visitor to his friend's bedside.

Today in California the Packard name is associated with philanthropic activities. There is the Lucille Salter Packard Children's Hospital at Stanford, named after his late wife, and the Monterey Bay Aquarium, a research facility as well as a popular tourist attraction, funded by the Packard family foundation. Both Hewlett and Packard are also well known as benefactors of Stanford University.

For the past 30 years, the Packard foundation has distributed about \$5m a year to support education, medicine, the arts and conservation. The trust will now receive all Packard's 9.2 per cent stake in Hewlett-Packard, worth about \$4.4bn.

Editorial Comment, Page 13

Louise Kehoe

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NEWS: WORLD TRADE

# Peugeot chief demands new curbs on Japanese cars



Calvet: outburst

By Haig Simonian in London and Michio Nakamoto in Tokyo

Mr Jacques Calvet, head of France's Peugeot-Citroen cars group and chairman of the European Automobile Manufacturers' Association, yesterday demanded an indefinite extension of the five-year-old quota system limiting vehicle exports from Japan to Europe. The quotas are due to end in 1999. Mr Calvet's call came as the Japanese government and the European Union agreed to

reduce the ceiling on vehicle exports to the EU this year to less than 1.068m units, against 1.071m in 1995.

Actual Japanese exports to the EU last year were just under 800,000, with many carmakers supplying European demand from plants within the EU.

Mr Calvet said the quotas on Japanese vehicles should be extended to include cars made by Japanese manufacturers in the EU.

He also took issue with the growth forecasts for European car demand used by the EU

and the Japanese government in setting this year's export ceiling. He called the EU's forecasts for individual European markets "completely surprising".

According to Mr Calvet, who became chairman of the car manufacturers' association this year, the Japanese-EU market forecasts for European demand were more than 10 per cent above the industry's predictions.

Mr Calvet focused on rises in the quota for Japanese exports to four European countries where vehicle exports from

Japan are particularly sensitive and closely monitored.

According to the Commission's breakdown, Japan's 1996 quota included 178,200 vehicles for Britain, 85,800 for France, 65,700 for Italy, 44,500 for Spain and 34,000 for Portugal. That would represent an increase of almost 15 per cent over 1995 in the case of Italy, 10 per cent in Spain, 8 per cent in France and 3.7 per cent in Portugal.

Mr Calvet's outburst highlights the continuing ability of Japanese vehicle exports to cause friction in the EU in spite of the fact that produc-

tion from Japanese car plants in Europe has led to a sharp fall in exports from Japan.

Rising output by Japanese carmakers in Europe has been a major factor in reducing exports, which have also become less profitable because of the higher value of the yen. The 792,058 vehicles exported from Japan to the EU last year fell far short of the 1.071m unit quota, and exports have fallen significantly from the peak of 1.36m units exported in 1992.

Exports are expected to continue declining as carmakers

boost local production. Toyota plans to more than double its UK capacity to 200,000 units by 1998 compared with 88,000 last year, while Honda expects UK production to reach 150,000 by 1998 from 100,000 last year.

This year's quota is based on an agreement that Japan would "monitor" exports to the EU until the market is fully liberalised after 1999. Vehicle demand in the EU totalled 12.868m units in 1995 against a forecast 12.946m.

The monitoring agreement was concluded in 1991 to "prevent market disruption and

help EU producers prepare to meet the full force of international competition" when the agreement expires, according to the Commission.

The Japanese side consented to a reduction in exports this year, even though demand is expected to rise to 13.29m units from the 12.86m units forecast when the quota for 1995 was agreed.

Japan's car exports were down 12.3 per cent in February from a year earlier to 254,582 units, the Japan Automobile Manufacturers Association said yesterday.

## Taipei puts its reputation on the line

Everything has been done to allay fears about mass transit system, writes Laura Tyson

The first section of Taipei's mass transit system, the MRT, officially opens today after eight years of construction and controversy. Such was the public cynicism, suspicion and unremitting negative publicity surrounding the construction of the 88km system of underground and elevated railway, that the city government took the unusual measure of delaying opening the first line for two years after its completion in order to patch up cosmetic flaws and allay public safety concerns.

In an effort to win public support, the authorities initiated a free, month-long trial on the first completed line, the Mucha line, a 10.5km stretch of elevated railway from the Taipei zoo to the Sungshan domestic airport. It was a great success: much to the surprise and delight of the capital's long-suffering commuters, the line was safe and convenient -

and they loved it. More than 1m passengers used the line during the trial period, some of them riding back and forth just for the novelty.

Until the trial, Taipei's mass transit system was regarded as something of a national joke, with many people saying they would never use it because it was unsafe. But the reviews have been glowing. Until now, residents along the line were forced to endure arduous rush-hour commutes of an hour or two by car or scooter through congested and smoggy Taipei. Now they can get to work in 15 minutes.

But it has been a long and tortuous process. Matra Transport, the French transport systems group, was awarded the turnkey contract for the Mucha line in 1988. The construction process was plagued by delays, accusations of corruption, allegations of shoddy construction and mafia involvement, huge cost over-

runs and the occasional disagreement between the government and Matra. Along the way, the total cost of the Mucha line, including land acquisition, Matra's fee and civil engineering work, rose from some T\$1.6bn (\$586m) to T\$2.5bn.

The public's obsessive fears over safety, amplified in the media, meant that every aspect of the building process came under intense scrutiny. When, during test runs of the cars, the wheels caught fire on two occasions, the media devoted months of negative attention to the event, although it was relatively minor.

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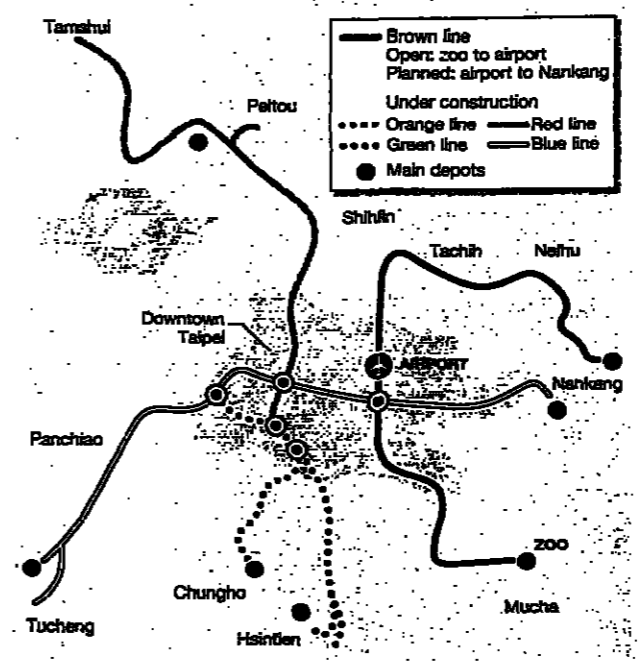
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runs and the occasional disagreement between the government and Matra. Along the way, the total cost of the Mucha line, including land acquisition, Matra's fee and civil engineering work, rose from some T\$1.6bn (\$586m) to T\$2.5bn.

### Taipei's MRT: the start-up



South Korea, as well as in the US and Europe. Taipei residents can look forward to the opening of another line, the Tamsui line, on the system

next year. Other Taiwan cities including Kaohsiung and Taichung also plan mass transit systems. Manila railway, Page 4

## Gingrich urges air talks with Tokyo

By Nancy Dunne in Washington

Leaders of the US House of Representatives are urging President Bill Clinton to put the liberalisation of air passenger services on the agenda of next month's summit in Tokyo with Mr Ryutaro Hashimoto, the Japanese prime minister.

The US and Japan were yesterday preparing to announce an agreement in air cargo services, but US officials were looking ahead to a second phase in air traffic liberalisation. A letter to the president, signed by Mr Newt Gingrich, the House Speaker, and Mr Richard Gephardt, the minority leader, urged new and "critical" talks to keep pace with the growth in bilateral trade and business partnerships.

"The current restrictions on airline passenger traffic between the US and Japan limits every sector of trade between the two nations," they said.

A recent study by the Economic Strategy Institute, a Washington think-tank, said that because US airlines had faced competitive pressures created by airline deregulation, they now enjoyed a strong comparative advantage over Japanese carriers.

A 1993 survey by the International Civil Aviation Organisation showed the average operating expense of Japanese carriers to be 59 cents per mile, compared to 17 cents per mile for US airlines.

"With inefficient carriers, but a crucial hub location, Japan's ministry of transportation has used regulation to protect its airlines and attempted to give them the immense leverage that control of Asia's key hub entails," the ESI report says. "This has led to significant restriction of traffic through Tokyo."

Growth in the global economy has led to soaring demand for both passenger and freight services, the report said. The volume carried by the world's airlines has risen at the rate of real growth in the world economy over the past decade. It is expected to continue to grow at about a 6 per cent annual rate over the next 15 years, ESI said.

A powerful coalition, called Access US-Japan, of more than 500 business and labour organisations in the US is lobbying for the wider negotiations on air services.

Japan has failed to live up to the existing 1963 aviation pact by denying United Airlines of the US the right to fly beyond Japan, United said in a recent statement, urging Washington to insist on Japan honour its existing commitments "before we enter into new talks".

In Tokyo, Mr Jiro Hanyu Vice, the Japanese transport minister, said an agreement was extremely close that would enable Japan to achieve the equality in cargo transport rights it has been seeking for more than 40 years.

The two sides are expected to sign a record of discussion today forming the basis of a pact, he said, adding that it would give Japan Airlines the equal rights with US carriers and airlines granted rights under an original 1962 pact.

Extra services would be allowed by both Japan's Nippon Cargo Airlines and United Parcel Service of America.

The US and Japan had set a deadline of March 31 for reaching an agreement. Philippine Airlines (PAL) yesterday said it opposed an Air France application to operate all-cargo flights on its Manila-Paris route, according to documents filed with the Civil Aeronautics Board, AFX reports from Manila.

PAL said that under the 1990 Philippines-France Memorandum of Understanding, any operation of an all-cargo or freighter service will be "allowed only upon a commercial agreement between the designated carriers of each country."

### WORLD TRADE NEWS DIGEST

## India complains over US quotas

India has invoked the formal dispute settlement procedures of the World Trade Organisation over US restrictions on its exports of woollen clothing, after the WTO's textiles monitoring body failed to settle the matter. The dispute concerns import quotas imposed by the US last year on Indian exports of women's and girls' wool coats, and woven wool shirts and blouses. India says the quotas breach WTO rules.

Washington yesterday blocked India's request at a meeting of the WTO's dispute settlement body (DSB) for the establishment of panels to investigate the complaints. However, under WTO rules, panels must be granted at the second time of asking, expected at a special DSB meeting on April 17.

US officials said yesterday the administration believed the restrictions on women's and girls' wool coats were no longer needed but wanted to discuss this with India. India says the US should simply rescind the quotas. India also said it had requested WTO consultations with Turkey over new restrictions on textile and clothing imports since the start of Turkey's customs union with the European Union on January 1. Hong Kong has filed a similar complaint. *Frances Williams, Geneva*

## EU drops VCR dumping inquiry

The European Commission is to abandon an investigation into the alleged dumping of video cassette recorders from east Asia on the European market, after uncovering no evidence of dumping and almost no evidence of injury. An official said Philips of the Netherlands had withdrawn its complaint on the advice of the Commission. The move highlights a growing trend in Brussels to treat dumping complaints with greater caution. "It is true that we are probably not allowing complaints to drag on if we think there is nothing in them," said an official.

The complaint about dumped products from Singapore was particularly sensitive as Thomson Consumer Electronics, the French state-owned company, produces VCRs in Singapore in a joint venture with Toshiba of Japan. *Emma Tucker, Brussels*

## Chinese software piracy 'worse'

Piracy of computer software in China is worse than ever despite the year-old Sino-US accord committing Beijing to crack down on counterfeiters, according to the head of the US Business Software Alliance software industry group. Mr Robert Holleyman, president of the BSA, said: "We are seeing more pirated software, particularly in the form of pirated CD-Roms, than ever before. It is a problem that has as its primary source the increase in counterfeit production of CD-Roms in China."

Pirated software from China was "spilling into countries throughout the region and the world, displacing otherwise legitimate sales of computer software." The BSA, which lobbies the US Congress, groups personal-computer software makers including such market leaders as Microsoft, Lotus and Novell. "We have seen woefully little progress by the Chinese government in addressing the problem, so as a result, today, the problem is greater in China than it was a year ago," Mr Holleyman said. China and the US last year signed an agreement reinforcing protection of intellectual property rights, averting tit-for-tat trade sanctions. *Our Foreign Staff*

## Australia and China in air pact

Mr John Sharp, Australia's new federal transport minister, said yesterday that agreement had been reached on updating the Australia-China Air Services pact, a move which could lead to a significant expansion in services between the two countries. Previously, only one airline from each country was allowed to fly the route once a week between Sydney/Melbourne and Beijing/Guangzhou.

"As a result of the new agreement, six airlines can now fly the route, and frequencies for each side are increased immediately to nine a week, and increasing in stages to 13 by 1998," Mr Sharp said. Brisbane, Perth, Shanghai and Shenzhen were to be added as airports open to both Australian and Chinese airlines.

United Parcel Service of the US has signed a Memorandum of Understanding with the Taiwan government to invest \$400m to set up its Asia-Pacific regional air hub on the island.

A US bearings manufacturer, The Timken Company, has formed a joint venture to produce bearings in China. The venture, in Yantai, Shandong province, is expected to start operations by the autumn. Timken manufactures engineered bearings and alloy steels. *Reuters, Taipei*

*Reuters, Hong Kong*

### ITINERARY

#### A day at the heart of Europe's software industry

- 09.30 Arrive at Locate in Scotland's HQ, Glasgow. Here you'll meet in Colvile Murray, your Locate in Scotland representative for the day.
- 10.00 Your official welcome to Scotland! An overview of the Scottish software sector by John McCann, Head of Scottish Enterprise's Software Group.
- 10.45 A brief summary of financial support and training assistance for software companies in Scotland, by Allan McClellan, Finance Manager, LIS.
- 11.15 Depart for Forth Valley Software Centre.
- 12.00 Arrive at Forth Valley Software Centre, at Stirling. Lunch with John Roberts, Chief Executive of Forthlight Investments. Tour of centre and informal meeting with senior personnel of Zoda.
- 13.15 Depart for Livingston Software Innovation Centre.
- 14.00 Arrive at Livingston Software Innovation Centre, meeting with Paul Lewis of Inverclyde. A tour of the software village and informal meeting with senior personnel from Inverclyde.
- 15.15 Depart for Glasgow.
- 16.00 Arrive at Cray Systems for an informal meeting with senior personnel from Cray.
- Debrief at LIS HQ and an opportunity to ask any further questions about Scotland as a software business location.
- Depart for return journey home.

To spend a day in Scotland, the heart of Europe's software industry, it's a great opportunity to meet some of the many names who have moved north to join the 20,000 people already working here.

Like Bull, Cray Systems, Adobe and Admiral - just a few of the 300 software companies located in Scotland.

If you're in software, here's a program you shouldn't miss.

Spending a day in Scotland will do wonders for your expansion plans. It's a chance to explore what has made Scotland the home of a £700 million software market. And to meet some of the many names who have moved north to join the 20,000 people already working here. Like Bull, Cray Systems, Adobe and Admiral - just a few of the 300 software companies located in Scotland.

To organise a visit that's tailor-made to your needs, contact Locate in Scotland. You'll find our telephone/fax numbers and e-mail addresses detailed above. We'll write you the kind of program that'll definitely stay in your memory.

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'Mad cow disease': Minister backs campaign in Germany to stress health aspects of BSE-free supplies

# Argentina sends team to promote its beef

By Jimmy Burns in London and David Pilling in Buenos Aires

Argentina has sent a team of senior government officials to Germany to help promote its beef as BSE-free amid fears that the general decline in demand throughout Europe is threatening the country's export sector.

The decision to promote Argentine beef more aggressively was taken at a meeting earlier this week between Mr Solá and representatives of Argentine farmers and meat exporters.

Mr Solá said the scenario for Argentine meat "was not exactly rosy" because of the general decline throughout the European Union.

Mr Solá said the scenario for Argentine meat "was not exactly rosy" because of the general decline throughout the European Union.

Argentina's meat-exporting sector has recently been encouraged by the prospect that the country will soon be given a clean bill of health on foot-and-mouth disease by the World Trade Organisation.

no outbreak for nearly two years. The US has agreed to an import quota of 20,000 tonnes of fresh Argentine beef.

# Mass-slaughter policy is 'a logistical nightmare'

By Jimmy Burns

Any large-scale slaughter of cattle in the UK would present huge practical problems for the industries involved.

Even the "softer" option being considered by the government - focusing initially only on the 15,000-15,000 older dairy cows which are normally slaughtered each week at the end of their productive life - presented a "logistical nightmare".

Mr Bob Stevenson, president of the British Veterinary Association, said: "There has never really been any contingency planning because the government never expected this to happen."

A Ministry of Agriculture official confirmed yesterday that the UK's 10 licensed livestock incinerators did not have the capacity for a policy of mass slaughtering.

1960s when cattle were burnt on open ground on the farms. Apart from environmental concerns, the scientific advice to government is that such burning of BSE-infected cows still risks entering the food chain by contaminating the land.

Mr Stevenson said that any policy of destruction would "put considerable strain" on some 6,000 government-approved veterinary inspectors who would get involved when farmers had separated cattle to be killed from the rest of the herd.

Normally dairy cows used subsequently for meat produce are slaughtered by a pistol-fired bolt to the head, after first being stunned by an electric shock.

But that cannot be done on suspected BSE cows because of the risk of spillage from the brain which is the focus of infection.

Instead the government would have to approve a nationwide programme under which vets would inject thousands of cows with a lethal solution before incineration.

Commission yesterday described the implementation of any kind of slaughtering policy that would adequately restore consumer confidence as "mindbogglingly" difficult.

It suggested that the government would have to consider an emergency plan involving the construction of additional incinerators.

"No one in the industry seems to have previously thought about how to deal with BSE on this scale," a spokesman said.

A call for the slaughter and incineration of up to 15,000 older cattle a week has been made by the UK's National Farmers' Union, but on the assumption that the European Commission would provide substantial funds for the estimated annual cost of £700m.

Meanwhile the government was yesterday facing renewed pressure from the rendering industry, to provide funds for the clearance of animal waste material that has been piling up at slaughterhouses.



The flag hanging outside a butcher's shop in Vienna yesterday said: "We stock only quality beef from Austria"

# Crisis 'is threat to thousands of jobs'

By Robert Taylor, Employment Editor

Tens of thousands of British workers could lose their jobs as a result of the beef crisis, the Transport and General Workers' union said yesterday.

The union leaders want workers who are made redundant to receive cash compensation from the UK government or European Union in the same way as farmers will be paid for the loss of their herds.

Mr Barry Leathwood, leader of the farmworkers' section of the TGWU, said yesterday he had written to Mr Douglas Hogg, the agriculture minister, calling for cash support.

"While ministers discuss compensation for farmers who lose because of the crisis in the beef industry, we believe protection for farm workers is at least as important," he said.

The union is monitoring job losses in a national survey. Although the TGWU said it was too soon to assess the numbers of workers who could be made redundant as a result of the BSE crisis, hundreds had already been laid off.

Mr Leathwood said jobs were threatened in dairying, stock-handling, slaughtering, meat-processing and haulage, as well as retail distribution.

The TGWU has 50,000 members in the beef industry which is estimated to employ as many as half a million.

The union called for a public inquiry into the causes of BSE and the possible link with CJD. It wants the monitoring of food safety transferred from the Ministry of Agriculture, Fisheries and Food to the Department of Health and Safety Commission.

# British commissioners prompt EU rethink

By Caroline Southey in Brussels

The intervention of UK commissioners Sir Leon Brittan and Mr. Kinnoch led the European Commission to make concessions to Britain yesterday on the BSE crisis.

The Commission formally endorsed a worldwide ban of British beef, but included a commitment to provide aid for UK farmers.

For the first time since announcing the impending ban on Monday, Mr Franz Fischler, EU commissioner for agriculture, emphasised the Commission's "solidarity" with the UK, promising to "consider any means of assisting the UK" to overcome the crisis.

Two insurance policies giving cover against Creutzfeldt-Jakob disease were launched in Britain yesterday with the aim of filling gaps left by other insurers.

Millennium Insurance Management Services, which acts for a Lloyd's of London syndicate,

reviewed at the latest in six weeks. The possibility of an earlier review remains open if the British government, in consultation with the Commission, takes steps to restore confidence in the beef market.

The new promises reflect a dramatic change from Mr Fischler's initial announcement on Monday, when he talked of "ring-fencing" the UK and deferred questions on aid for British farmers. EU officials

said its policy would pay a lump sum of £10,000 (\$15,900) on diagnosis of CJD for a £40 annual premium.

Mr John Wakefield, Millennium's managing director, said diagnosis might be possible before death. The company was prepared to be innovative and might consider discounts for long-term vegetarians.

The UK Renderers Association has warned that the whole industry could soon be at an effective standstill.

said that the Commission could not just ring-fence the UK. His argument was - "it's your problem, it's our problem".

An official close to Mr Kinnoch said he had "clearly made a difference. It is quite gratifying. The message we wanted to convey was that the Commission was prepared to reach out to the British people".

The official said Mr Kinnoch's intervention had been aimed at ensuring the Commission's "presentation was got right" and that there was a clear message that the Commission wanted to work "constructively with the UK in solving the problem".

The EU official said the two commissioners would "prevail on the British government to act to restore confidence" in the beef market.

ments made by the British commissioners that the Commission should "extend a hand of friendship" to Britain, an EU official said.

"The strongest argument was that this was an opportunity to show the Euro-sceptics that if the UK was not in the EU, there would be no recourse to any assistance," the EU official said.

Sir Leon's spokesman said the commissioner had "empha-

# Government rejects ERM in favour of inflation targets

By Gillian Tett, Economics Correspondent

Government officials will fight suggestions that the UK should be forced to enter a new exchange rate mechanism, and are calling instead for a strict European system of inflation targets.

The inflation targets idea is currently being developed at the Treasury and Bank of England, the UK central bank. The idea is a central to the British stance in private discussions taking place between European governments a single currency. UK officials are likely to unveil more detailed proposals when European finance ministers meet at Verona in Italy next month.

The UK move comes as some EU states step up demands that countries outside a future single currency - including the UK - should be forced to link their currencies to the euro.

French and German officials held a bilateral meeting on Tuesday to prepare for the meeting in Italy. The French claimed that both countries now agreed on the need for a new ERM.

Mr Kenneth Clarke, chancellor of the exchequer, is to talk about the moves towards a single currency today to the House of Lords, the unelected upper House of parliament.

However, Treasury officials are vehemently opposed to the French plans.

UK officials accept that an ERM structure might be useful for other countries. But the humiliating exit from the mechanism by Britain in 1992 has left some British officials more opposed to a new ERM than to a single currency.

With the issue threatening to be deeply divisive at the Verona meeting, UK officials are trying to regain the offensive by proposing an inflation

target instead of an ERM. The proposal would require countries outside a single currency to adhere to a tight inflation target, probably in the region of 2 per cent. To ensure this was enforced, their policies for meeting the target would be monitored by the European central bank. The UK insists this strictly applied inflation target would prevent the devaluation of currencies outside the single currency.

However, the argument is unlikely to satisfy most other EU countries. Without an exchange rate target to link currencies to the euro, French officials fear that countries outside the future single currency would devalue, allowing them a price advantage.

Calls for a new ERM are supported by most of the other EU countries which are likely to be outside the first wave of single-currency members.

# Journalist wins European Court battle over sources

By Robert Rice, Legal Correspondent

A British journalist threatened with prison and fined \$5,000 (£7,650) for refusing to reveal his sources yesterday won his case at the European Court of Human Rights. The decision means the government will have to change the 1981 Contempt of Court Act to provide greater protection for journalists and their sources.

Finishing the government guilty of breaching the European Convention on Human Rights, the court in Strasbourg, France, said journalists threatened with jail for obeying their consciences should be entitled to compensation.

"The protection of journalists and their sources overrides the importance of protecting private property," the judges said. The landmark ruling was a victory for journalist Mr Bill Goodwin who was fined in 1980

for disobeying a court order to disclose the source of financial information about Tetra, a computer company.

When Mr Goodwin, then a 23-year-old trainee journalist on "The Engineer" magazine, phoned Tetra to check the details, the company realised the information came from a draft of its confidential corporate plan, which had been missing since November 1988.

The company obtained a High Court injunction preventing publication of the information and ordering Mr Goodwin to disclose his notes. That decision was upheld by the Appeal Court and the House of Lords.

But the Strasbourg court said that forcing journalists to name their sources was an unjustified interference with the right to freedom of expression guaranteed under the human rights convention.

barrister, said the government had "no moral obligation to arrange a royal pardon for Bill Goodwin, so as to obliterate the finding that he was guilty of contempt for obeying his ethical duty as a journalist".

Calling for Britain to adopt a Bill of Rights, he said the decision had shown starkly how English lawyers were trained by English law to put property rights before human rights.

Mr Robertson said Mr Goodwin, who was backed by the National Union of Journalists, had not sought compensation but the government was ordered to pay his legal costs of £37,000.

The Lord Chancellor's Department said the government would look again at the contempt of court legislation "to see that it strikes a proper balance between the right to freedom of expression and the importance of ensuring that court orders are obeyed".

## UK NEWS DIGEST

# Daewoo boosts N Ireland stake

Daewoo Electronics, the South Korean industrial conglomerate, confirmed plans to invest a further £14.8m (\$22.6m) in an expansion of its Northern Ireland video recorder plant. The project, which will be supported by a grant of £5.2m provided by the Northern Ireland Industrial Development Board, will create 330 jobs.

Mr Domingo Cavallo, Argentina's economy minister, said this week that if the country had made a strong effort to eradicate foot-and-mouth disease earlier, it would now be in a far better position to take advantage of opportunities presented by the BSE scare.

## Expansion at VarsityPerkins

Diesel engine maker VarsityPerkins is to produce 50,000 new low-polluting diesels a year for the industrial, agricultural, construction and materials-handling sectors. These are "years ahead" of emissions legislation worldwide relating to off-highway use, it claims.

## Baccalaureate is proposed

Sir Ron Dearing, the government's chief curriculum adviser, unveiled a move towards a "baccalaureate" and a relaunch of the Youth Training scheme in the most radical overhaul for sixth-form studies since the second world war.

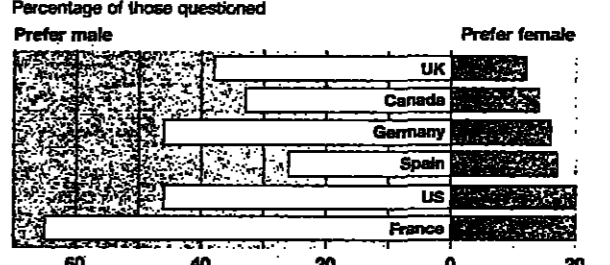
## US channel may link with BBC

The BBC is talking to The Weather Channel, one of two 24-hour television weather channels launching in the UK in the next few months, about the possibility of a joint venture.

## Women 'still lack job equality'

More than two-thirds of the British population believe that women still lack equal job opportunities, but many more people would prefer a male boss if given the choice, a new poll shows.

## Choosing a boss



Source: Gallup. The survey found that although 83 per cent of people felt women should have equal opportunities, 67 per cent believed they did not have them yet. It also revealed that, if given the choice, 38 per cent of people in Britain would prefer a male boss, compared with only 12 per cent who would choose a female one.

## Mail rates to rise in July

Prices of sending mail from Britain to other countries will rise in July when the cost of a stamp for domestic letters rises by 1 penny from the present rates of 19p second-class and 25p first-class. The international increases will be the first for a year and the domestic ones the first since late 1993.

# Official target to cut drinking set to fail

By Mark Suzman, Social Affairs Correspondent

Government targets for reducing heavy drinking and smoking by the year 2000 are unlikely to be met, official figures indicate.

According to the General Household Survey, conducted annually by the Office of Population Censuses & Surveys, British people are drinking and smoking less, but the decline is slowing and middle-aged men and younger women are buck-

ing the trends. If this continues, the government is unlikely to meet its targets of reducing the number of smokers to 20 per cent of the population by the year 2000, and of cutting the proportions of men and women drinking more than the recommended limits to 18 per cent and 7 per cent respectively by 2005.

The survey also shows that the British are becoming better educated, live in smaller households and own more consumer durables.

About 27 per cent of adults aged 16 and over were cigarette smokers in 1994, the study found, down from 28 per cent in 1992 and 45 per cent in 1974.

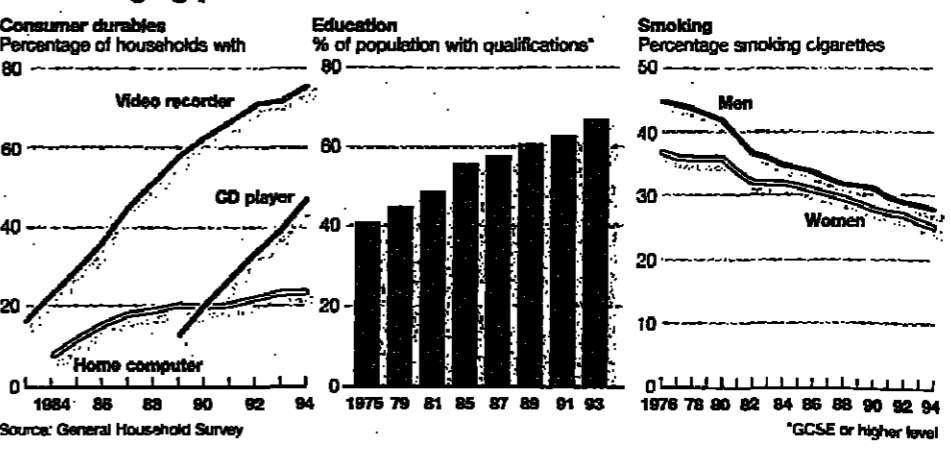
The tide may be turning, however. Smoking was most prevalent among adults aged 20 to 24. For women in that group, the proportion of smokers rose from 36 per cent in 1992 to 38 per cent in 1994, the only segment of the population to do so.

Household ownership of consumer durables has increased rapidly in the past decade. CD players and microwave ovens,

now in 47 per cent and 67 per cent of households respectively, rose the most rapidly. Homes with a personal computer has increased to 24 per cent from 20 per cent in 1990.

The average size of households in 1994 was unchanged from the 1993 level of 2.44 people, down from 2.91 in 1971. People are also much better educated. In 1994 the proportion aged 16 to 69 with any educational qualifications rose to 98 per cent, from 41 per cent in 1975.

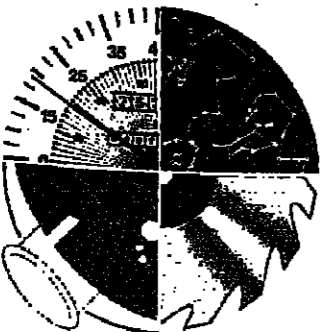
## The changing picture from British households



## TECHNOLOGY

Users of computer monitors are demanding increasingly sophisticated features

## Worth Watching · Vanessa Houlder



## Slimline lithium battery

Yusasa, the Japanese battery manufacturer, has announced plans to begin commercial production in May of the thinnest lithium battery yet produced - an order of magnitude thinner than standard lithium button cells.

The 0.2mm thick, 3-volt cell uses a solid polymer electrolyte (the material that carries electric current between electrodes) rather than the liquid used in traditional batteries.

The Yusasa battery works at normal temperatures, which overcomes a past problem with polymer electrolytes, namely the need for high working temperatures. It is also free from leakage, making it safer than traditional lithium batteries.

Battery developers are searching intensely for smaller, lighter batteries, since the bulk and short life of batteries is a constraint on the development of miniature, portable products.

Yusasa Battery Sales (UK) UK, tel (0)1793 612733; fax (0)1793 618862.

## Cable current with less voltage

The longest high-voltage cable ever made of superconductive material has been assembled by an industry and government partnership including Pirelli and the Electric Power Research Institute in South Carolina.

The 50m cable can carry more than twice the current that passes through conventional electrical cable using the same amount of voltage. The cable consists of a flexible core wrapped with several layers of high temperature superconductor tape, with pressurised liquid nitrogen flowing through the core to cool the superconducting tapes.

Pirelli said the cable signalled "the beginning of the industrial phase of superconducting cable".

Pirelli: US, tel 1803 9514992; fax 1803 9514991.

## Stroke sufferers back on their feet

Stroke sufferers often find walking difficult, since the brain can no longer generate the signals required to stimulate the muscles and nerves in their limbs.

Researchers at Salisbury District Hospital and the University of Surrey are experimenting with electrical stimulators that can help people move their ankles, knees and feet.

The researchers, funded by Action Research, are trying to stimulate different muscles using computerised controls and pressure switches built into patients' shoes.

Action Research: UK, tel (0)1403 210406; fax (0)1403 210441.

## Composite mix opportunities

Materials researchers are creating new composites by mixing organic and inorganic materials on the scale of a nanometre (a billionth of a metre), according to a report in today's Nature.

Scientists at the University of Illinois used cadmium sulphide and cadmium selenide to grow a semiconductor lattice that incorporated organic molecules.

This close association of organic and inorganic components creates unusual electrical and chemical properties.

The researchers believe that manipulation of the electronic properties of this material could open up uses for photosynthetic and photocatalytic applications, with potential for the conversion of solar energy.

University of Illinois: US, tel 1217 333 1441; fax 1217 333 2736.

## Open and shut case for solar blind

An automatic window blind that opens and shuts in response to light has been launched by Eclipse Blind Systems of Renfrew in Scotland.

It automatically opens and shuts at dawn and dusk, and closes to protect furniture from damage if the sun is particularly strong. The cost of the product ranges from £210 to £288 for a blind for a typical patio door.

Eclipse Blind Systems: UK, tel (0)141 812 3322; fax (0)141 812 5253.

## Screens in the picture

Computer technology, it is said, develops so quickly that your new PC has already been superseded by the time you have unpacked it.

Microprocessor power, hard disk size and CD-Rom drive performance often appear to change at break-neck speed, but one piece of computer technology has evolved much more slowly: the desktop PC monitor.

Early computer monitors simply displayed text on a green screen, and while today's versions offer colour and high-resolution graphics, some observers believe that developments such as video conferencing and multimedia (a mix of sound, pictures, text and video) call for a new generation of computer monitors with better sound and picture quality.

"These days, a growing number of people are spending more time in front of their monitor. They are realising that while you can hide the PC and software, you may have to spend eight or more hours staring at a screen," says John McGrath, general manager of NEC's UK business equipment division. "The demands made on PCs are changing - for instance, many home PCs can now display films

from a CD-Rom, live broadcasts from a television tuner, and fast-moving graphics from computer games.

Next month, NEC is launching the first of a new type of computer monitor which is claimed to offer better picture quality than existing versions. It is based on a new picture tube technology, developed by Japanese company Cromaclear.

A picture or cathode ray tube works by firing a beam of electrons at a phosphor-coated screen. When the electrons hit the phosphors, they glow. The electron beam has to be tightly focused for the optimum picture quality.

Conventional picture tubes arrange the phosphors as a cluster of dots or a series of stripes, but Cromaclear phosphors are elliptical. The phosphors are also grouped into bundles of three in a vertical alignment. NEC claims this improves resolution and focus.

McGrath says improvements in production processes mean that a Cromaclear monitor will be roughly the same price as a comparable conventional monitor.

A number of companies, including Canon, Sony, Sharp, Matsushita and Fujitsu, are developing flat

Imagine a computer monitor display with a resolution as sharp as a laser printed document. Now US-based dpiX, which is pioneering the manufacture of ultra-high resolution computer displays, has turned imagination into reality.

The company was recently spun out of Xerox's innovative Palo Alto Research Center (PARC). PARC's researchers, in collaboration with partners AT&T and Standish Industries, have developed a way to pack almost 7m pixels, or picture elements, on to a 13.5in display. This is more than 20 times the number of pixels used in most laptop computer displays.

"We can make displays that have 300 pixels per inch, similar to a standard laser-printed page with 300 dots per inch," says Malcolm Thompson, a former Sheffield University professor and now chief executive of dpiX.

"In fact, the resolution is much

better than a 600 dots per inch laser-printed page because paper smudges and absorbs some of the toner while our display pixels are accurate to within a micron."

Such high-resolution displays could be a godsend to hundreds of millions of people who spend many hours each day squinting at their relatively low-resolution computer displays. Thompson says a dpiX display might help relieve eye strain problems suffered by many computer users because of its higher resolution and the fact that it is flicker-free.

The dpiX display is an active matrix flat panel liquid crystal display (LCD) technology, similar to the lightweight displays widely used in portable computers. But Xerox PARC researchers discovered a

I HAD NO IDEA THE STUFF ON COMPUTERS WAS SO BORING UNTIL WE GOT THESE NEW ULTRA HIGH-RESOLUTION SCREENS



RODNEY BEAWE

screen monitors which do not use picture tubes. But McGrath says that picture tube technology is here to stay, at least for the foreseeable future: "Flat screen systems like LCDs [liquid crystal displays] are

expensive and have inferior picture quality when compared with a picture tube. Flat screen prices will come down and their quality will increase, but it will take another two to three years at the very

## Pixel-packed resolution

way of packing more pixels per square inch and also simplifying the manufacturing process.

The displays will not be available on home computers for several years. dpiX is concentrating on very profitable custom markets such as in military systems displays and medical imaging markets. Depending on the application, a dpiX display could be sold for between \$10,000 (£6,600) and \$50,000.

The US military is the first customer for the displays, which is hardly surprising as the technology was partly funded with \$55m in research grants from the Pentagon. The military has been keen to reduce its dependence on foreign, mostly Japanese-made, flat panel displays. Japanese LCD manufac-

ture dominate the world market with a 90 per cent share.

Thompson sees promising markets in medical imaging. "There are more than 200m X-rays taken in the US every year. Using our displays, it is possible to do away with the need for X-ray film and to capture almost instantly high-resolution X-ray images and transmit them to medical specialists anywhere in the world."

The displays could also be used in high-speed copying machines. The same technology used for displaying images can be adapted to capture and print images such as in photocopying machines where an entire page can be scanned and printed in an instant, compared with the slower, incremental copying and printing of regular

photocopying machines. This would allow development of high-speed photocopiers and instant book publishing systems, where entire books would be stored in a digital form and printed and bound within minutes.

Thompson promises that dpiX displays will come down in price eventually to more affordable levels, but it will be many years before they will be cheap enough for most computer users. The first users will be in high-end desktop publishing and computer-aided design applications where there is constant demand for more accurate computer displays.

dpiX will consider licensing its display technology to other LCD manufacturers which may be willing to invest the billions of dollars necessary for a high-volume production line, which would make the displays more affordable.

George Cole

Tom Foremski

## AGENDA OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS OF "TELEFÓNICA DE ESPAÑA, S.A."

(To be held on March 29th, 1996)

The Board of Directors of "Telefónica de España S.A." (the "Company"), at the meeting held in Madrid on February 28th, 1996, has resolved, in accordance with the legislation in force, to CALL the Annual General Shareholders Meeting of the Company, to be held in Madrid (in the "Palacio Municipal de Congresos", Avenida Capital de España, Campo de las Naciones, s/n) on March 29th, 1996 at 12 noon, on first call, or on March 30th 1996 at the same time on second call, with the following AGENDA:

## AGENDA

- I. Consideration and approval, if warranted, of the annual financial statements (balance sheet, income statement and annual report) and the Management Report on "Telefónica de España, S.A." and on its consolidated corporate group, and of the proposed application of earnings of "Telefónica de España S.A.", all for the fiscal year ended on December 31st 1995.
- II. Approval, if warranted, of the Board of Directors performance in 1995.
- III. Confirmation and re-election of directors.
- IV. Continuation of the consolidated tax system for the group corporations.
- V. Appointment of an auditor to audit the annual financial statements and management report of "Telefónica de España", and its consolidated corporate group.
- VI. Delegation of powers to the Board of Directors in connection with trading the securities issued by the Company.
- VII. Delegation of powers to formalise, record and execute the resolutions adopted by the Stockholders, and to formalise the mandatory deposit of the annual financial statements.
- VIII. Reading and approval, as applicable, of the minutes of the General Meeting.

## RIGHT TO INFORMATION

In accordance with law, the copies of the documents (Annual Accounts and Management Report, both individual and consolidated, as well as the Auditor's Report) to be submitted for approval at the Annual Shareholders' Meeting will be placed at the shareholders' disposal.

## MEETING AT THE FIRST CALL

As the quorum necessary to approve the Agenda is expected to be reached at first call, unless otherwise publicly announced, the Meeting will take place at first call, at the time, place and date mentioned above.

Madrid, March 8th, 1996.

THE SECRETARY OF THE BOARD OF DIRECTORS  
HELIODORO ALCARAZ Y GARCIA DE LA BARRERA

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COMMENT & ANALYSIS

Economic Viewpoint • Samuel Brittan

Money shines amber alert

The term 'cause' is a slippery one which Milton Friedman rightly tries to avoid. Yet in an elusive way, the behaviour of the money supply still matters for inflation



Anyone who thought that the controversy over the influence of the money supply on the economy had been buried, would have had a rude awakening recently. In the industrial world, monetary growth has accelerated and led to renewed argument about whether this is flashing a warning for policymakers.

International monetary growth is not at a rate which suggests a take-off into double-digit inflation, but it is getting near the rates associated with the inflationary blip at the end of the 1980s. The problem, if there is one, stems from the US and the UK, and possibly some of the smaller countries. Monetary growth in Germany, Japan, Italy and France has rebounded from below zero rates last year.

But wait before drawing any hasty conclusions about the US. For although broad money is rising quite rapidly, growth in the monetary base - which covers cash and bankers' deposits with the Federal Reserve - has slowed to the lowest rate for a decade. Even the Shadow Open Market Committee - the avowedly monetarist Fed watchdog - called for a more expansionary policy.

In the UK there is no such easy way out, since the monetary base is also rising above the "reference range". Thus the UK provides the perfect setting for the civil war between the two monetarists on the Chancellor's six-member forecasting panel. Tim Congdon of Lombard Street Research believes the government's inflation objectives are in jeopardy. Professor Patrick Minford of Liverpool university argues that policy is culpably overtight in view of the large gap between actual and potential output.

It may help to put the controversy in perspective if we stand back from it and take advantage of a new book by J. Daniel Hammond on the historical background to current arguments over the role of the money supply. The title (*Theory and Measurement: Causal*

Issues in Milton Friedman's Monetary Economics. Cambridge University Press) does not suggest a laugh a minute. But it is worth persevering. Friedman's monetary project started out as a joint attempt with Mrs Anna Schwartz in 1948 to investigate the "role of monetary and banking phenomena in producing cyclical fluctuations, intensifying or mitigating their severity, or determining their character". While Europeans worry about growth, inflation and unemployment per se, Americans have been much more preoccupied with the business cycle - in other words deviations from underlying trends. The most spectacular of these was the Great Depression of the 1930s, which left a permanent scar on US politics and business.

The focus later shifted to inflation under the influence of the accelerating rise in US prices in the first three post-war decades. And Friedman also became known, well outside monetarist circles, for his demolition of the idea of a long-term trade-off between inflation and employment. But he was always concerned with output fluctuations in the short term, which he thought could last three to ten years. He was the author of the famous proposed rule that the money supply should grow at a constant moderate rate. The rule derived from his

belief that this was the best one can do to mitigate slumps and booms, and not from any view that they do not happen or matter.

Friedman was attacked for "black box economics" or measurement without theory. This meant he searched for statistical regularities without first setting out in mathematical terms a theoretical model to test. A related charge was that he confused correlation, with cause. In other words, his ideas were based on a mere association between money and prices (or money and nominal gross domestic product). The critics said there could easily have been a common cause at work or that the money simply responded passively to economic movements, accommodating whatever change had occurred.

In fact, Friedman gave several descriptive accounts of the transmission between money, GDP and prices. A symposium in the autumn 1995 issue of the US journal Economic Perspectives lists eight possible transmission mechanisms; and their relative importance will vary from one episode to another.

Friedman also went out of his way to investigate whether alternative explanations could predict events better than the behaviour of the money stock. For example, he compared the experience of countries with different institutions, exam-

ined how the Fed decided policy, and carried out simple econometric tests to see whether specific events could have been better predicted from Keynesian variables such as investment and government spending.

If Friedman did not take the mathematical high road, it was a deliberate choice. For he regarded economic analysis as an engine for investigating specific problems rather than a complete description of the universe. Nevertheless he was careful to avoid "in his scientific work" the word "cause", which he believed to be "a very tricky concept".

This is best illustrated by his treatment of the Great Depression. Friedman never attempted a complete explanation either of that depression or of business cycles in general, but concentrated on the way that monetary policy aggravated them.

One of his main assertions was that the failure of the Fed to combat the banking crisis of 1930-31 turned a severe recession into a full-blown depression. Moreover, he identified what he believed lay behind that failure - the premature death in 1928 of Benjamin Strong, dynamic chairman of the New York Fed.

It may seem odd that an economist who puts so much emphasis on market forces and is so sceptical of calls for political leadership, should

attribute so much importance to one human accident. Friedman concedes this when he admits it was the frailty of the US banking system which required heroic leadership.

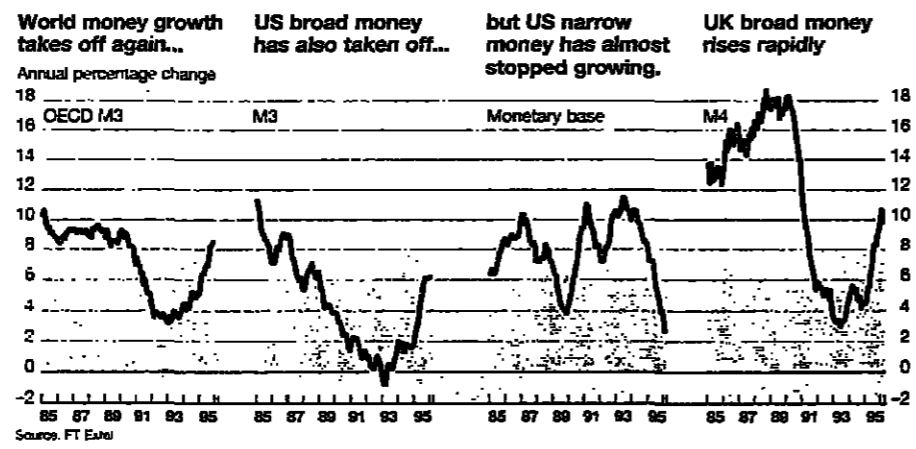
No-one claims to have a complete explanation of the Great Depression. But one is struck by the futility of asking for its "cause" (or even "causes"). The post-first world war gold standard was prone to deflationary disturbances because the gold price had not been adjusted to the generally higher price levels. The US financial system was fragile.

The Fed failed to stop a cascade of banking collapses when it could still have done so; and Strong's death made this failure more likely. But having discussed these and other possible factors, what is gained by seeking something called "the cause"? Similar problems arise about the cause of the first world war itself. Friedman is right to avoid the word.

Nothing so far said provides an instant resolution of the present battle among the British monetarists. The forthcoming report on the UK economy for the Organisation for Economic Co-operation and Development suggests that labour market reforms mean the unemployment rate at which inflation takes off has fallen below 6 per cent - or 1.5m - compared with the current rate of 7.9 per cent. Thus far, it is a round for Minford.

But history shows the folly of basing inflation policy on hypotheses about such "real" relationships, which have a habit of coming unstuck. UK monetary growth is shining at least an amber light. There is no justification for a fresh monetary squeeze when the recovery is sluggish and output below trend.

Policymakers should however be alert for the need to reverse future interest rate cuts and those already made. To navigate a consistent course we need to adjust the instruments as the weather changes and not go by meteorological forecasts alone.



LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL. We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to "fine"). e-mail: letters.editor@ft.com. Translation may be available for letters written in the main international languages.

Competitiveness must top agenda

From Mr Adair Turner. Sir, Lionel Barber's article "New shapes in the stars" (March 26) on the intergovernmental conference which begins on Friday was very thoughtful and an excellent summation of the political conundrums that must be faced in Turin. But one crucial element was conspicuous by its absence. It is essential that the issue of Europe's competitiveness is top of the IGC agenda.

Creating the right environment for growth, getting the European Union's 20m unemployed back to work, ensuring that Europe becomes a trading block able to compete with the US and east Asia - these are all priorities that must be addressed as a matter of urgency by the member states. Businesses across Europe are united in this cry, as the submission to the IGC from Unice, the European

employers' organisation, testifies. Any institutional reform agreed in Turin, therefore, must have Europe's competitiveness firmly in mind. Adair Turner, director-general, Confederation of British Industry, Centre Point, 103 New Oxford Street, London, EC1A 1DU, UK

Unnecessary Training exported for SE diversion

From Mr Tony Young. Sir, Your editorial on the latest proposals by telecommunications regulator OfTel, for BT prices ("Lines down", March 21) describes a reference to the Monopolies and Mergers Commission as "probable". Such a reference would be a considerable diversion of BT effort away from its prime objective of serving the customer and the outcome of such a review would be very uncertain - not least since the timescale is such that there is likely to be a change of government in the interim.

It would be much better for customers if BT and OfTel could reach a sensible agreement, but that will involve the director general recognising that the telecommunications marketplace is one of significant risk and growing competition. It is not suffocating regulation but effective competition that is the best long-term guarantee of reducing prices and consumer choice.

From Mr Tim Nicholson. Sir, Kerin Hope's report on the progress of the Skopje Stock Exchange to live trading ("A stock market for Macedonia", March 25) highlights a little known UK export, namely training and qualifications. As a result of this training the chances are good that they will start their search for business partners in London. Tim Nicholson, chief executive, Securities Institute, Centurion House, 24 Monument Street, London EC3R 8AJ, UK

Logic is not prevailing

From Mr R.J. Southgate. Sir, Beef which is possibly contaminated with BSE could possibly be implicated in the deaths of 10 people and the slaughter of millions of cattle is contemplated. This seems to be a somewhat perverse action when the mass destruction of cigarette production is not considered for knowingly killing at least 400,000 Americans each year. I guess it's not the year for reason and logic to prevail.

Far less paid for book

From Mr Eddie Bell. Sir, I was interested to read in Tony Walker's article "New move to catch the falling star" (March 26) that HarperCollins paid the daughter of Chinese leader Deng Xiaoping "about \$1m for the biography of her father". This is completely untrue. HarperCollins paid her \$20,000. Eddie Bell, executive chairman and publisher, HarperCollins, Westerhill Road, Bishopbriggs, Glasgow G64 2QT

BOOK REVIEW: Rodric Braithwaite THE GORBACHEV FACTOR: By Archie Brown Oxford, 425pp, £19.99

The cunning reformer of a sclerotic system

These days, Mikhail Gorbachev's fellow Russians look with pity at any poor foreigner who praises what he did for them. Reactionaries regard him as a traitor for giving up Stalin's empire in eastern Europe, and for causing the collapse of the Communist party and the disintegration of the Soviet Union. Liberals accuse him of remaining an unreconstructed communist to the last. And those in the middle say he never had a viable strategy, and, in the end, lacked the courage either to take a reforming grip on the economy or to stand up to the hard men in the party, the military and the KGB. But Russia is no longer a mystery wrapped in an enigma. We foreigners now have the material on which to make our own judgments. The intoxicating events surrounding the collapse and death of the Soviet system are as well documented as any in recent history. Gorbachev and the other central figures have published their memoirs (Brown makes extensive use of the lively account by Anatoly Chernayev, Gorbachev's foreign affairs adviser, which is solidly based on the notes he kept at the time and has appeared in German, but not - alas - in English). Everything was recorded in the press, on the radio and on the television. We know as much about the workings of the Kremlin under Gorbachev as about the British cabinet under Margaret Thatcher. This is what glasnost came to mean. Archie Brown has mastered the material and met the people: a quarter of his important book is taken up with foot-

Business books shortlist

- The shortlist for the first Financial Times/Booz-Allen & Hamilton Global Business Book Awards has been announced. It includes a book by David Packard, the computer pioneer, who died on Tuesday. The competition, aimed at recognising the world's outstanding business books, offers a total prize money "pot" of \$80,000 (£40,000). Two books - one on management and one about business - have been selected from each of three regions: the UK and Europe, the Americas and Asia/Pacific. The six finalists are: Management: ● L'Intelligence Economique, by Bruno Martinet and Yves-Michel Marti, published by Les Editions D'Organisation (UK and Europe); ● Why Teams Don't Work, by Harvey Robbins and Michael Finley, published by Pacesetter Books (the Americas) and ● Intellectualising Capability, by Noboru Kono and Ikujiro Nonaka, published by Nihon Keizai Shinbunsha Publishing (Asia/Pacific). Business: ● Die Deutsche Bank 1870-1995, by Lother Gail, Gerald D. Feldman, Harold James, Carl-Ludwig Holtfrerich and Hans E. Böschen, published by C.H. Beck (UK and Europe); ● The HP Way: How Bill Hewlett and I Built Our Company, by David Packard, published by Harper Business (the Americas); and ● Creating Training Miracles, by Alastair Rylatt and Kevin Lohan, published by Prentice Hall Australia (Asia/Pacific).

als who later became his most vociferous critics. He himself was acutely aware of what had happened to Khrushchev, whose attempt to change the system was far less radical. Gorbachev feared he too might wake up one day to discover that he had been taken ill, lost his job and become a non-person. So he ducked and weaved and economised with the truth and cojled and bullied and harangued. He compromised right up to the limit with the men who had the guns and tapped the telephones. But in the spring of 1991, he turned decisively away from the bloody path along which they were leading him. His fears became a reality one day in August when they announced to the world that he had fallen sick in the Crimea and was incapable of performing his duties. The coup failed. And it failed because Gorbachev had made it possible for the ordinary people as well as the leaders - in the cities, the army and the KGB itself - to think for themselves about politics. The instruments on which the plotters relied came to pieces in their hands. By then, Gorbachev's historical task was done, and it was left to his successor to carry Russia on to the next stage. It makes no sense to blame Gorbachev for not completing the process himself, the task was too gigantic to be achieved in the course of a single career. Even Moses never entered the Promised Land. When they elect a new president in June, the Russian people will decide whether to remain in Israel, despite the lack of milk and honey or to return to Egypt.

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Thursday March 28 1996

# Japan's banks take stock

Japan's leading bankers have at last seen the writing on the wall - most of it in red ink. Over the past 10 days, 17 of the 21 top commercial and trust banks have formally written down many of the non-performing loans which they inherited from the property boom of the late 1990s.

After years of pressing the banks to take these losses on the chin, external observers will rightly welcome this unexpected outbreak of realism. The question is: what happens next?

Writing off a combined total of ¥7,000bn (\$70bn) in bad loans has left the 17 banks forecasting losses of ¥3,300bn for the year 1995-96. Biting the bad loans bullet was a necessary first step to restoring the Japanese banking system to health. As a result of the past week's actions, several banks can claim to be putting the bubble years behind them - indeed, some may be back in the black as early as next year.

But the banks are not out of the woods yet. Most important, there is the small question of how to restore the gaping new hole in their balance sheets. The losses so far announced for the six trust banks represent more than a quarter of their end-of-September capital base. A few may find themselves in immediate violation of internationally agreed capital adequacy standards.

As for the remainder, the roughly 20 per cent rise in the stock market since last autumn has probably put them out of danger, for the time being, by raising the value of their large unrealised security gains. But it would be foolish, to say the least, for the banks to rely on this support indefinitely.

Most of the larger banks look set to resist this temptation, and are hoping to gain permission to

raise fresh equity, if and when the market is in a position to absorb it. Analysts reckon that the major banks are looking to raise around ¥3,000bn in new financing over the next year to 18 months.

Depending on how the process is handled, the flood of new issues could have damaging knock-on effects for the securities market as a whole. But, as has been repeatedly stressed over the past few years, there are no painless ways out of a financial crisis this big. In the end, hefty loan write-offs, coupled with relatively rapid bank refinancing, are core ingredients of any medium-term solution.

Many Japanese non-bank financial institutions - whose bad loans probably dwarf those of the banks - have yet to admit the full extent of their losses, let alone face up to the necessary solutions. Set against that, the banks' long overdue response is a model of timely, decisive action. But they must now resolve into tackling not merely the liability but the asset side of their balance sheets.

Japanese banks have long had a tendency to put loan quantity before quality. As a result, they suffer from low profitability by international standards - and periodic mini, and not so mini, bad loan disasters. Despite extremely low interest rates, the banks have sensibly held back from large amounts of new lending over the past year.

But, given stagnant - or falling - asset prices, and a perennially over-leveraged corporate and financial sector, the banks ought to be expecting a good many defaulting loans in future, and building up their average profitability to compensate. By and large, they have yet even to recognise this underlying problem - still less to address it.

# David Packard

The death of David Packard, co-founder with Bill Hewlett of the company that bore their names, is a reminder of how far the electronics industry has come since the two men started in business in Palo Alto 57 years ago.

Hewlett-Packard now has annual sales of \$31bn; the orchards that once lined the peninsula from San Jose to San Francisco have been replaced by chip plants and software houses; and the automatic toilet-flushers and audio oscillators of Hewlett-Packard's early days have given way to computers, laser-printers and the Internet.

David Packard's achievements - as businessman, philanthropist and public figure - are recorded elsewhere in this issue of the FT. His death at the age of 83 is an appropriate moment, however, to note the wide-ranging influence of the style of business which he and Bill Hewlett pioneered. As found-

ers of the first Silicon Valley start-up, they set the pattern others followed. This influence extended from trivial matters - the use of a garage as a first home, or the absence of office doors - to the profound. In this category fall such HP innovations as MBWA ("management by wandering around"); the widespread distribution of bonuses linked to the company's profits; and an open, collegial approach both to employees and to competitors. It is fair to say that there is scarcely a company in Silicon Valley which has not put into practice one aspect or another of "the HP Way", as the company calls its style of business.

A striking tribute to the two men is the effortless way the company coped with their graceful surrender of control. David Packard hated looking back at his own achievements; they are none the less his enduring monument.

# A pass mark

Since the mid-1980s barely a year has elapsed without a government proposal for wholesale reform of England's education and training system. Many of the changes have been disastrous, and England's overall educational performance remains woefully inadequate. Cynicism and foreboding is therefore bound to greet the latest official blueprint, in the shape of yesterday's report by Sir Ron Dearing on the qualifications regime for 16- to 19-year-olds.

Sir Ron, the government's education troubleshooter, has a better record than most. Two years ago he rescued ministers from the damaging fiasco of the national curriculum, burying their attempt to dictate almost every detail of the school day. Yesterday's report is based on the same welcome premise of his earlier foray: that reform should henceforth be incremental, building on best existing practice and avoiding radical upheaval.

At the post-16 level this means building on A levels. For all their faults, the A level is one of the few pillars of English education to command general respect. For the most part standards are rigorous, courses are challenging, and if subject specialisation is unduly narrow this flows from a reasonable determination to ensure that students are adequately prepared for university.

The problem, of course, is that most school leavers do not proceed to higher education. Until recently the education system had virtually nothing to offer this majority, while the regime of work-based training and apprenticeships was little better beyond a few careers retaining a skilled craft tradition. The contrast with Germany and much of the rest of

continental Europe was - and remains - stark.

Some improvements have been made. General National Vocational Qualifications, the new school-based vocational courses, are at last providing a non-academic route for students beyond the age of 16. More than 150,000 students are now pursuing these courses, and they are expanding rapidly.

Sir Ron recommends that GNVQs be renamed "applied A levels", with improvements in their assessment to justify this title. A new "advanced subsidiary" (AS) exam will offer a staging post to A level, with courses based on the first half of A level syllabuses.

He also proposes to abolish the current failed Youth Training system for school leavers and replace it with new "national traineeships" offering progression to vocational qualifications. Work-based vocational qualifications, roundly and rightly criticised for their lack of rigour, will be reformed to make them more "rational and coherent" and to "improve assessment and demonstrate rigour".

The first two changes - both sensibly incremental - are to be welcomed. The last two are more questionable. There have been previous relaunches of national youth training schemes and attempts to make work-based qualifications more rational and rigorous. They have all failed. In truth, the essential reason for their failure has been the very low levels of basic education achieved by most of those leaving school at 16. More chopping and changing is unlikely to help much. England's class-ridden educational culture is not so easily tackled.

# An election that nobody wants

Neither politicians nor voters are enthusiastic about a poll likely to produce another unstable Italian government, writes Robert Graham

From billboards up and down Italy, a smiling Silvio Berlusconi promises five years of stable government. In a country facing its third general election in four years and where governments last on average less than a year, the media magnate's confident pledge has to be taken with a strong dose of scepticism.

Unusually in a western democracy, the main parties have spent the better part of a year desperately trying to avoid the April 21 elections.

"Most politicians have been afraid of going to the polls because they don't want to lose," observed one of the organisers of the campaign for Mr Romano Prodi, the leader of the centre-left Olive Tree alliance. "People seem to prefer to aim for a draw - preferably a qualesone one."

Even now that the electoral campaign has got under way, there is a notable absence of enthusiasm - both among the politicians and an election-saturated public. This is not surprising. The parties, including Mr Berlusconi's Forza Italia movement, have little money to spend and the polls indicate a confused, close result.

More than a third of the electorate remains undecided; but the two main alliances of the centre-left and right have shown fairly consistent percentages in the opinion polls. At present, these give both around 45 per cent of the vote.

If the 8 per cent of the vote loyal to Reconstructed Communism - formed from the rump of the old Italian Communist party - is added, the centre-left enjoys the edge.

But much will depend on what happens in the rich industrial north where the populist Northern League of Mr Umberto Bossi has decided to stand alone. He fought the last election in alliance with Mr Berlusconi and won more than 100 of the 630 seats.

Under an electoral system which

awards 75 per cent of the seats on a first-past-the-post basis and the remainder via the old proportional system, Mr Bossi recognises that fighting the election alone will lose seats in parliament. But he hopes to win 20 or so deputy seats, which could hold the balance of power in a hung parliament.

If Mr Berlusconi and his allies can pick up the bulk of the seats surrendered by the League, the right could emerge with a clear majority - at least in the chamber of deputies. The outcome in the senate, because of slightly different voting rules, permitting only those of 25 and over to vote, would be less predictable.

A new rightwing government would be very different from that led by Mr Berlusconi for just seven months in 1994 - his Forza Italia movement has changed considerably. The combination of the Northern League's breakaway and a weakening of the moderate liberal wing inside Mr Berlusconi's movement has pushed the alliance further to the right. It is much more under the influence of the rightist National Alliance led by the astute and charismatic Mr Gianfranco Fini.

A clear conflict has developed between Mr Berlusconi's declared commitment to the free market and the interventionist and corporatist views of the National Alliance. On Europe, the tone is more nationalist than a year ago.

"The extreme right has got the upper hand [in the Berlusconi alliance] and, if they win, there's a risk of unmanageability with Italy moving further away from Europe," Mr Lamberto Dini, the caretaker prime minister, observed last week.

This comment contained an element of electoral hyperbole, since Mr Dini has now formed his own party to fight the elections against the right. But it was an attempt to remind the electorate that the Berlusconi camp's contradictory eco-

nomic policy - with its espousal of cutting taxes and ambiguous attitude to privatisation - finds little favour with the international financial community.

The centre-left alliance on the other hand is committed to pursuing a more virtuous economic path, raising taxes to bring down the budget deficit. Such action will be essential to achieve the convergence criteria in the Maastricht treaty for joining the European Union's single currency in 1999.

However, the centre-left is more fissiparous than the right, being comprised of 14 groups and parties with differing interests, which are bound to slow decision-making in a centre-left government.

Mr Berlusconi and his colleagues have kicked off the campaign with greater panache and have seized the initiative by setting the agenda - most notably on tax cuts and fiscal reform. The centre-left has failed to demystify Mr Berlusconi's ill-substantiated promises of reducing taxes, and has looked worthy and dull - a perception that penalised them in the 1994 elections.

However, Mr Berlusconi has been badly bruised by his brushes with the law. Not only is he on trial in Milan, accused of being involved in the bribing of members of the Guardia di Finanza (financial police) inspecting the books of his Fininvest group, but he also faces

being sent for trial on four other counts of corruption. These problems are compounded by his failure to resolve the conflict of interest between his ownership of Fininvest, which controls three television channels, and his role as a politician. This has been one of the most sensitive issues since he entered politics, leading to accusations that he has used his media to bolster his standing. Since being forced from the premiership in December 1994, his popularity has declined and he risks losing the leadership of the right-wing alliance in this poll.

Mr Fini of the National Alliance, by contrast, is emerging as the effective leader. Indeed, his party now enjoys the support of more than 20 per cent of voters and may win a bigger share of the national vote than Mr Berlusconi's Forza Italia. This could make it impossible for Mr Berlusconi to become premier again.

Yet Mr Fini admits he is unlikely to be the next prime minister. He recognises that, as leader of a party which only last year formally expunged its fascist heritage, the public is not yet ready to accept him as the head of government.

This position is mirrored on the left, where Mr Massimo D'Alema of the Party of the Democratic Left (PDS), the party that dominates the centre-left Olive Tree alliance, has also excluded himself in advance from office. Mr D'Alema believes that the PDS, as heir to the old Communist party, still carries a political stigma in Italy.

As a result, formal leadership of the centre-left alliance has been handed over to Mr Prodi, who was loosely linked to the left of the old Christian Democrats and is seen as attractive to Catholic voters in the centre. But, without a real political base or funds, he has struggled for almost a year to assert himself.

That he has been found wanting is emphasised by the entry into the political ring of Mr Dini with his



# OBSERVER

## Tentative hold on life

There's not much point in being an 18bn-a-year conglomerate if nobody knows your name. So the Spanish state-owned Teneo group has recently been busy advertising itself in the country's major magazines with the upbeat slogan: "We are creating a future."

A bit of wishful thinking there, perhaps. The Socialist government - which created Teneo - has just been voted out of office. A future centre-right government may have second thoughts about whether Spain needs Teneo at all.

The company was set up three years ago as a holding unit for what were seen as the more viable state companies, among them the Iberia airline. But despite all efforts, such as adding to Iberia advertisements the words "a Teneo company", the name has not caught on.

One reason is that nobody up to now knew how to say it. The company insisted that the name - from the Latin for "I hold" - should be pronounced Ten-eh-o, but people such as taxi-drivers reckoned it was Ten-eh-o.

After consulting the Royal Spanish Academy, which said that while Latin words should not normally carry an accent the practice was permissible when the word was used as a title, it has changed its spelling. From now on

## Dear bill

In their haste to quell the extraordinary excitement engendered by the issuance of the new \$100 bill, the US Treasury and the Federal Reserve Board would seem to be stretching a point. "The United States has never recalled or devalued any of its currency and will not do so now," goes the claim in the recent advert.

It does rather depend on what you mean by devaluation. The US may not have had a Weimar - or a Maastricht - but how about August 1971?

As the authorities can hardly have forgotten, that was when John Connally, Nixon's treasury secretary, was forced to close the gold window - preventing foreign central banks swapping their greenbacks for gold at the official price.

Just as devaluing the language as well.

Calvet slips gear

The race to succeed the fiery Jacques Calvet as head of Peugeot-Citroen took an unexpected turn yesterday with the surprise appointment of the

## Fun and games

Yesterday's Kuala Lumpur soccer match between Korea and Japan, the final in a tournament to qualify for Atlanta's Olympics saw a 2-1 victory for Korea. Not that it mattered much - both had already qualified for Atlanta.

Of much greater interest is their off-pitch slogging match for the right to host the 2002 World Cup: there are no other contenders.

Old rivals - Japan's rule of the Korean peninsula only ended in 1945 - both have spent a fortune on

## Fundamental tactic

What with neo-liberalism and the need to defend domestic markets from the invasion of imported products, doing business in Peru is pretty tough these days.

Who better, then, but America's General "Stormin' Norman" Schwarzkopf, hero of the Gulf war's Desert Storm campaign, to help fight the good fight?

Tonight he will tell Lima's besieged entrepreneurs how battlefield tactics can be applied to the boardroom - probably a variation on the theme of shoving laser-guided missiles through small holes.

## 100 years ago

Russian currency reform  
St. Petersburg: It is stated on good authority that it is intended to introduce a new gold coin of ten roubles, the metallic value of which will be equal to that of the present paper rouble. The gold coin is to be a legal tender up to any sum, while silver coin for more than 50 roubles may be refused. The present gold coins "imperial" and "half imperial" are to be accepted in payment in the proportion of 1½ roubles of the new coin to one rouble of the old currency.

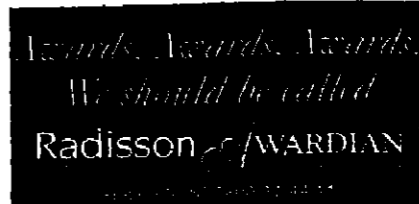
## 50 years ago

World gold output  
The steep decline in world gold production through the war years was almost halted during 1945, according to provisional estimates published in the review of the well-known bullion firm Samuel Montagu. The year's total is put at 25,500,000 ozs, which is only 500,000 ozs below the figure for 1944. This contrasts with an average annual drop of 3,500,000 ozs between 1940, the peak production year, and 1944. One half of last year's decline was accounted for by a fall in Canadian production.



# FINANCIAL TIMES

Thursday March 28 1996



## Large banks 'must slash workforces by up to half'

By Alison Smith in London

Many large retail banks in North America, Europe and the UK will have to slash their workforces by up to half within the next 10 years, according to a report to be published next week.

One of the report's authors says they should do it quickly rather than gradually if they want to maintain the commitment of their employees and the reputation of their brand names.

The report, by the Economist Intelligence Unit and management consultants Coopers & Lybrand, argues that these banks' opportunities to increase market share will be severely limited in the next few years.

If they are to be able to pay for big investments in new products and services, they will have to cut the costs of their existing operations.

"Staff reductions of as high as 50 per cent by 2005 will not be uncommon," says the study, which draws on C&L research and more than 50 interviews with

senior bank executives. The report comes within a few days of the announcement by Barclays Bank, one of the UK's largest banks, that it is offering voluntary redundancy to 1,000 managerial and clerical staff in high street branches.

The report foresees not only a sharp drop in staff numbers among large retail banks, but a change in the skills employees will require. There will be greater emphasis on managing customer relationships and on making better use of the information banks hold about customers.

It also forecasts significant change in how services are provided. Bank branches will move from being the most important delivery channel to being the least important.

Instead, screen-based banking through personal computers, television and more powerful cash machines will dominate, together with "express banking shops" - outlets in places such as offices and shopping malls where customers can meet bank staff and

carry out simple transactions.

Mr Angus Hielop, the partner leading the C&L research, said banks would need to provide "anytime, anywhere, anyhow" banking for customers and to support that service by emphasising their financial strength and their brand.

However, it was difficult for staff to promote the bank's brand if their job prospects were uncertain. This added to the case for banks to act quickly in cutting employee numbers rather than looking for more gradual change.

He forecast that the pace of change would be greatest in the US and Australasia, while it would take longer in the more heavily regulated European markets.

Only in the Far East was the growth of the largest banks likely to be enough to enable them to avoid such significant job reductions.

"Building Tomorrow's Leading Retail Bank" will be available from The Economist Intelligence Unit on 0171 830 1007, price \$225.

## French defence role for Peugeot chief

By David Buchan in Paris

The French government yesterday named Mr Jean-Yves Helmer, head of Peugeot's car division, as chief of defence procurement and charged him with improving productivity by 30 per cent.

The defence ministry hopes an industrialist from a profitable private sector company will "accelerate" the procurement reforms begun by the previous "délégué général à l'armement", Mr Henri Conze.

Under President Jacques Chirac's 1997-2002 defence plan, Mr Helmer will have no more than FF86bn (\$17bn) a year (in constant 1995 francs) to spend on military equipment compared with FF90bn last year. The squeeze is partly designed to allow a rise in pay to entice volunteers to the French army as conscription is phased out.

Mr Helmer will be the first civilian and, at 49, one of the youngest heads of the Délégation Générale pour l'Armement (DGA), the 48,000-strong industrial arm of the French defence ministry.

The government said yesterday that Mr Helmer would focus on "a re-evaluation of relations with defence companies, the priority given to European co-operation, and support for renewing and diversifying our [arms] exports". It has instructed Mr Helmer to produce by September a reorganisation of the DGA to "marry efficiency with the least cost".

The terms and the nature of Mr Helmer's appointment recall the decision by the UK government in the mid-1980s to bring in a private sector industrialist, Sir Peter Levine, as head of defence procurement with the brief to get "best value for money".

Mr Charles Millon, the defence minister, underscored his concern for cheaper equipment when he said in a speech in Paris that it was now up to the aircraft companies to design an "economically viable" Future Large Aircraft military transport, whose present specifications were beyond France's means in its 1997-2002 programme.

Mr Conze made a start last year, demanding a 2 per cent cut in the cost of all French defence equipment bought by the ministry. Even this modest target was resisted, but defence restructuring, including the planned merger of Aérospatiale and Dassault and the privatisation of the Thomson electronics group, now has Mr Chirac's backing.

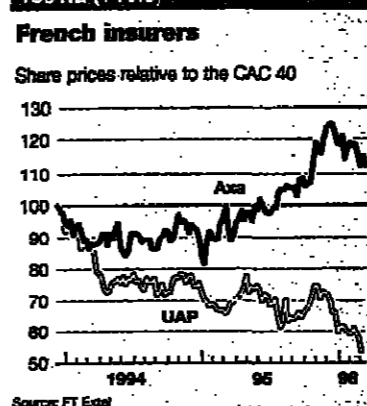
Mr Helmer's previous experience of the defence industry is limited to Giat, the loss-making state-owned tank manufacturer. He joined its board in July. The government is having to recapitalise Giat with a FF3.7bn injection to save it from bankruptcy.

Observer, Page 13

### THE LEX COLUMN

## Short circuit

FT-SE Eurotrack 200: 1681.2 (+10.0)



the country's chronic lack of pension provision. But the market is highly competitive: despite the insurers' efforts to cut costs, they are struggling in the face of cut-throat competition from banks. For now, non-life business is much more profitable. But the banks are showing worrying signs of invading that market too.

Axa's canny diversification abroad, together with less exposure to property, have rightly pointed investors in its direction. But the inevitable result is that Axa shares are far from cheap. Meanwhile UAP, GAN and AGF - though at a big discount to asset value - still trade at earnings multiples which make them no bargain. Investors would be wise to give the entire sector a miss.

B&Q last year. But if the warehouse format really is the way forward, it would surely have been better to push ahead in spite of short-term pain. And if it is not, the whole project should have been shelved. There is some comfort in the fact that an estimated £20m in cost savings has been earmarked through improved efficiencies - for once not a code-word for job losses. But the real hope for B&Q is that loss-making rivals in the market will at last pull out. The snag is that they are owned by well-capitalised groups, like W.H. Smith and Boots in the case of Do-It-All. Without rationalisation, B&Q's market leadership is of little help.

### Pilkington

Pilkington is not blessed with a sense of timing: yesterday's £155m restructuring charge, coupled with a mild profits warning, comes less than five months after the glassmaker's £300m rights issue.

Having said that, the restructuring is the right thing to do. Glass manufacturers have undergone less rationalisation than other commodity producers like steel or paper companies. Pilkington, in particular, has lagged behind international rivals such as St Gobain and PPG of the US in terms of efficiency. And while Mr Roger Levaton, the chief executive, has done much to transform the formerly sleepy, family-run company, the size of this charge shows how much scope he sees for further improvement. Reorganising the automotive glass operations, so that individual plants concentrate on longer runs of fewer products, should boost productivity by up to 20 per cent.

Cutting back in Germany also looks sensible. Overcapacity in German building glass is running at 40 per cent and prices have dropped 15 per cent since November. The German construction market looks worse by the day, which will also hurt Redland, RMC and BEB Industries. Pilkington's decision to tackle the problem early therefore appears far-sighted.

The longer term outlook for the group is sound. A lower cost base should help margins to break into double figures; a quarter of profits comes from fast-growing markets in South America and Asia; and the balance sheet is strengthening. With this restructuring under its belt, Pilkington should be able to deliver steady improvement with no further surprises.

Additional Lex comment on Barratt, Page 20

## WTO predicts robust trade growth, despite slowdown

By Frances Williams in Geneva

The World Trade Organisation predicts a year of robust trade growth in 1996, despite signs of a modest slowdown in the second half of last year.

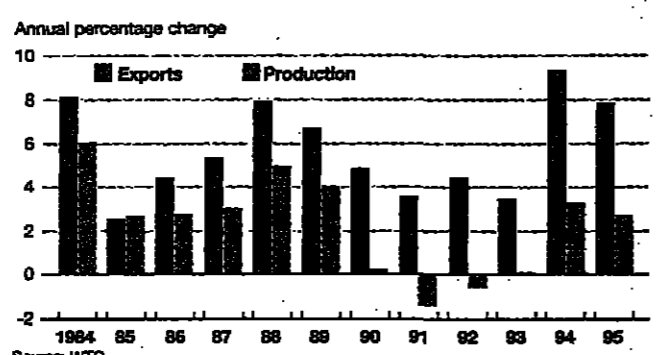
In a report published today, the WTO said it expected the volume of merchandise exports to rise by 7 per cent this year, more than double the increase in world output. This compared with trade growth of 8 per cent in 1995 and 9.5 per cent in 1994, the highest rates for a decade.

The combined value of world trade in goods and services exceeded \$6,000bn for the first time in 1995. Goods exports totalled \$4,875bn, up 19 per cent on the previous year, while trade in commercial services rose 14 per cent to \$1,230bn.

The sharp value increase for trade in goods - the biggest rise since 1979 - mainly reflected a weaker dollar and higher prices for some commodities, notably crude oil and non-ferrous metals.

Noting that merchandise trade continued to outstrip output growth by a wide margin, the WTO said one contributing factor had been the rapid expansion in developing countries of process-

### Growth in world merchandise trade



ing trade - the assembly of manufactured goods for re-export using components and materials imported under special tariff regimes.

Processing and assembly factories in China accounted for nearly half the country's exports of \$149bn last year and 45 per cent of its \$123bn imports, the WTO estimated.

Trade has also been sparked by the information technology revolution. The value of exports of office and telecommunications equipment rose by more than a quarter last year and now

accounts for 12 per cent of world trade.

Above-average increases in overall goods trade were posted by the Asian "tiger" economies, which increased imports even faster, Latin America and central and eastern Europe.

The US, Germany and Japan continued to top the rankings of the world's leading traders. However, if counted as a single country, excluding trade between members, the European Union headed the league table with a 20 per cent share of world merchandise trade.

## EU makes concessions to Britain

Continued from Page 1

also mounted that the government was looking strongly at culling all 4.5m cattle aged over 30 months at the end of their productive lives.

The cabinet is due to discuss options for slaughter this morning and may announce its conclusions at the start of a Commons debate on BSE later today.

Mr Hogg told MPs the destruction of older cattle would cost about £560m a year in compensation to farmers. It is thought the scheme would run for about five years, totalling nearly £2.9bn.

Ministry of Agriculture officials are grappling with the prob-

lem of how to incinerate up to 15,000 cattle a week, if selective slaughter is introduced.

Mr Hogg defended his decision not to give advance warning to Mr Fischer, about the government's announcement last Wednesday on the possible link between BSE and CJD, the human brain disease.

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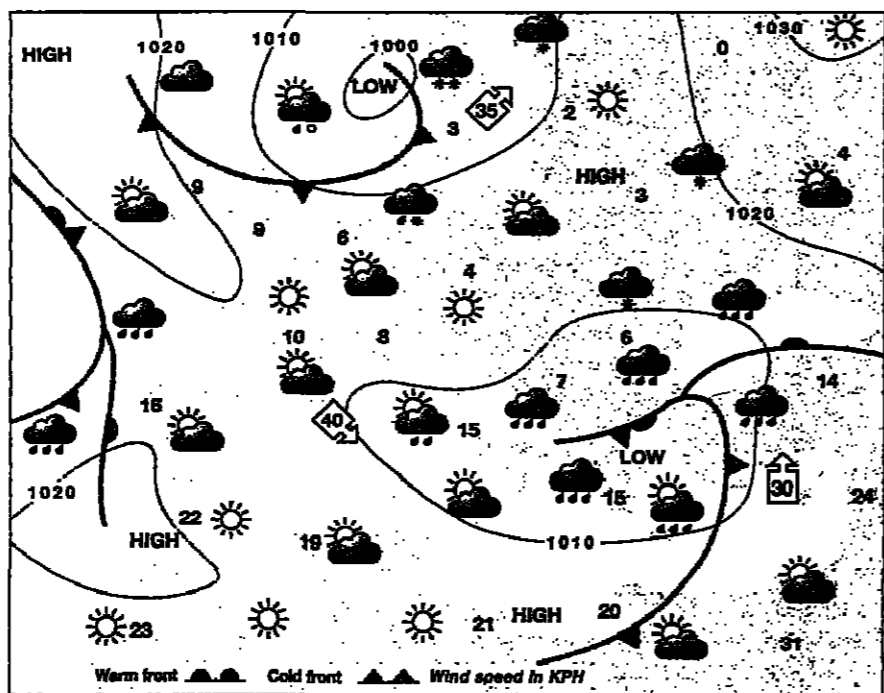
### FT WEATHER GUIDE

#### Europe today

A front extending from southern Norway across Denmark and the North Sea to Scotland will move gradually over the Benelux accompanied by cloud and light rain. A broad strip from Brittany to southern Germany will be clear with bright sun. Most of southern France will have sunny spells but there will be showers in the extreme south-west and in Corsica. A new front will approach the Iberian peninsula bringing cloud and showers to north-western areas. However, the interior will be mainly clear. A complex area of low pressure over northern Greece will produce showers in Italy. Turkey will be unsettled with rain and brisk southerly winds. Russia will remain cold with patches of rain and snow around Moscow but the Crimea will be mainly clear.

#### Five-day forecast

High pressure will dominate the area from Iceland to the British Isles. The Benelux will have a cool north-westerly flow with clear skies and showers. France will be dry with abundant sun. A series of weak depressions will bring intermittent rain to the Iberian peninsula, particularly in the west. Low pressure will remain active in south-eastern Europe until Sunday.



#### TODAY'S TEMPERATURES

Table with columns for location, temperature, and weather conditions. Includes cities like Abu Dhabi, Accra, Algiers, Amsterdam, Athens, Atlanta, B. Aires, B. Han, Bangkok, Barcelona, Casablanca, Cardiff, Cologne, Dakar, Dallas, Delhi, Dubai, Edinburgh, Geneva, Glasgow, Hamburg, Helsinki, Hong Kong, Houston, Istanbul, Jakarta, Jersey, Karachi, Kuwait, L. Angeles, Las Palmas, Lima, Lisbon, London, Luxembourg, Lyon, Madeira, Madrid, Frankfurt, Malaga, Manila, Melbourne, Mexico City, Miami, Milan, Montreal, Moscow, Murcia, Nairobi, Naples, Nassau, New York, Nice, Niassa, Oslo, Oulu, Paris, Perth, Prague, Pangoon, Reykjavik, Rio, Rome, Sao Paulo, Seoul, Singapore, Stockholm, Strasbourg, Sydney, Tangier, Tel Aviv, Tokyo, Toronto, Vancouver, Vienna, Warsaw, Wellington, Winnipeg, Zurich.

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Los Angeles - Monday 1 April at 6.15pm
Century Plaza Hotel, 2025 Avenue of the Stars
London - Wednesday 1 May at 6.15pm
London Business School, Sussex Place, NW1
London - Tuesday 2 April at 6.15pm
London Business School, Sussex Place, NW1
Johannesburg - Wednesday 8 May at 6.15pm
Rosebank Hotel, Tyrwhitt Avenue, Rosebank
Toronto - Monday 15 April at 6.15pm
The Four Seasons Hotel, 21 Avenue Road
London - Monday 3 June at 6.15pm
London Business School, Sussex Place, NW1

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Please attach a business card or write in block capitals to: The Information Officer, Finance Programmes Office, London Business School, Sussex Place, Regent's Park, London NW1 4SA, UK.

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# FINANCIAL TIMES COMPANIES & MARKETS

Thursday March 28 1996

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**IN BRIEF**  
**Mediobanca slips to L171bn midway**

Mediobanca, the Italian merchant bank, reported a consolidated pre-tax profit for the half-year to December 31 of L171.2bn (\$108.5bn), down from L288.5bn in the same period last year, after a L290.7bn writedown in securities. The parent company profit for the half-year was L100.4bn before tax, against L219.6bn after provisions of L234.7bn. Mediobanca said L82.4bn of the writedown in securities related to shares in the holding company Ferruzzi Finanziaria, which it is buying as part of an obligatory public offer.

**Morgan Stanley posts strong rise**  
 Morgan Stanley Group continued the strong trend of earnings from investment banks, announcing first-quarter net income of \$278m, compared with \$187m in the previous quarter. After changing its year-end to November, the first quarter ran to February 29. Net income in the quarter to end-January 1995 was \$39m, following 1994's bond market collapse. Page 19

**Italy defends Banco di Napoli rescue plan**  
 The Italian government justified its radical L3,500bn (\$2.2bn) rescue plan for Banco di Napoli by arguing that the Neapolitan bank's collapse would have a serious impact on the national and international banking system. Page 17

**Elf Atochem stalls expansion despite rise**  
 Elf Atochem, the chemicals arm of French oil company Elf Aquitaine, said its plans to expand were being stalled by the uncertain outlook for chemicals. Its statement came despite an almost threefold increase in operating profits last year to FF85bn (\$988m), and a 65 per cent rise in cash flow. Page 17

**Bremer Vulkan to hire off shipyards**  
 Bremer Vulkan, Germany's largest shipbuilder, which two months ago sought protection from its creditors, agreed to hire off two of its east German units for DM1. However, Bremer had to abandon its original intention of renouncing any financial responsibility for the yards. Page 16

**Trafalgar House hinders Hongkong Land**  
 Hongkong Land, the property investment arm of Jardine Matheson, announced net profits of US\$266.6m for 1995, a fall of 30 per cent, as an improved operating result was offset by losses at Trafalgar House, the UK construction, engineering and shipping group. Page 18

**Inco tops rival's bid for Diamond Fields**  
 Inco, the world's biggest producer of nickel, has launched a C\$4.5bn (US\$3.3bn) bid for control of Diamond Fields Resources, the small Vancouver-based mining company which owns 75 per cent of the large Voisey's Bay nickel deposit in eastern Canada. Inco's move is aimed at thwarting its arch-rival Falconbridge, which last month won Diamond Fields' support for a C\$4bn deal. Page 19

**Pilkington cuts 1,900 jobs in restructuring**  
 Pilkington, the UK glass making group, announced 1,900 job cuts, mainly in continental Europe and North America, in a wide-ranging restructuring which will cost \$156m (\$27m) in exceptional charges. Page 20

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**Chief price changes yesterday**

| FRANKFURT (DM) |              | PARIS (FFP)     |              |
|----------------|--------------|-----------------|--------------|
| Riese          | 880.0 + 13.6 | Riese           | 900 + 22     |
| Adia           | 900 + 19     | Oréal Mat       | 404 + 17.9   |
| Kaufhof        | 472 + 8.5    | Danone          | 800 + 62     |
| Linde          | 927 + 22     | Talbot          | 1516 + 47    |
| VOW            | 488 + 11     | Sa SA           | 795 + 15     |
| Phalix         | 205 + 4      | Falco           | 716 + 9      |
| NEW YORK (\$)  |              | TOKYO (Yen)     |              |
| Hara MA        | 350 + 24     | Full Spring     | 540 + 45     |
| Natlogy Mark   | 524 + 34     | Mitsubishi      | 828 + 38     |
| Sageed Scam    | 544 + 26     | State Corp      | 724 + 32     |
| Falco          | 274 + 26     | Nippon Shogan   | 774 + 32     |
| Hin Car Res    | 374 + 26     | Phalix          | 750 + 20     |
| Ico            | 324 + 24     | Roto Mart       | 580 + 20     |
| Janus River    | 254 + 14     | Kodomo          | 580 + 20     |
| LONDON (£)     |              | HONGKONG (HK\$) |              |
| Riese          | 228 + 17     | Riese           | 23.0 + 0.6   |
| Diamond        | 525 + 82     | St Edge         | 1.65 + 0.24  |
| Whitbread      | 126 + 42     | Whitbread       | 15.7 + 0.45  |
| ArcomScan      | 116 + 42     | Phalix          | 5.3 + 0.2    |
| Pirbright      | 315 + 22     | HSB Asia        | 11.15 + 0.35 |
| Formstar       | 92 + 22      | LIH Bank        | 6.3 + 0.25   |
| Tom Cobleigh   | 212 + 33     | LI & Fung       | 6.3 + 0.25   |
| TORONTO (C\$)  |              | BANGKOK (Baht)  |              |
| Riese          | 308 + 316    | Jindalee        | 60.0 + 4.5   |
| Diamond Fdr    | 114 + 116    | Thai Rubber     | 27.75 + 2.5  |
| NWS Inc Inc    | 78 + 116     | Tobac           | 198.9 + 18.0 |
| Wally Mkt Int  | 78 + 116     |                 |              |
| Bank B         | 4 + 4        | NR Precision    | 130.0 + 50.0 |
| BAI Data       | 104 + 14     | Thammaru Co     | 83.0 + 72.5  |
| Boon Tech      | 104 + 14     | Trang Sen Fd    | 33.0 + 4.8   |

## Viag plans to raise DM3bn for expansion

By Andrew Fisher in Frankfurt

Viag, the German energy and industrial group, plans to raise DM2.9bn (\$1.95bn) to finance expansion in telecommunications and other activities in one of Germany's biggest capital increases. The new shares will be issued to shareholders on a two-for-seven basis at DM490 each, a 24 per cent discount on yesterday's closing price of DM642. Viag's biggest shareholder, the state of Bavaria with 25 per cent, will not take up its rights. This will dilute its stake to about 19 per cent.

## German industrial group to focus on telecoms through telephone network

Viag is one of several German companies to have formed telecoms alliances which now require heavy investment. With British Telecommunications and RWE, another German energy and industrial group, it plans to spend between DM3bn-DM4bn on building a German telephone network in the next four or five years. Viag said it would also use the capital to invest in its other main sectors in Germany and overseas

energy, chemicals and packaging. Last year, the group more than doubled operating profits to DM2.1bn and it expects stable earnings in 1996. Viag owns Bayernwerk, the electricity utility, and the Schmalbach-Lubeca packaging company. But it is focusing heavily on telecoms with investment mainly on new infrastructure. Its consortium will compete with state-owned Deutsche Telekom and a group comprising

Veiba and Mannesmann of Germany, American Telephone & Telegraph of the US and Cable and Wireless of the UK. Viag said the new shares would be issued from April 15-29 and would rank for the full 1996 dividend. The issue is being handled by a consortium led by Deutsche Bank with Bayerische Hypothek and Wechsel-Bank, Bayerische Vereinsbank and Dresdner Bank as co-leaders.

The share rights waived by Bavaria have been sold to institutional investors. Viag's other big minority shareholders - the utility Isar-Amperwerke, Verelbank and Hypo-Bank - will take part in the issue. The size of the capital increase and the emphasis on telecoms foreshadow Germany's biggest new share issue later this year - the DM15bn sale of Deutsche Telekom shares to German and foreign investors. As competition

is set to increase in Europe's biggest telecoms market, the sums required for investment are huge. The Viag, BT, RWE consortium hopes to win 10-15 per cent of the German fixed telecoms market over the next 10 years and will apply for Germany's fourth cellular mobile licence. The German telecoms market will be opened to full competition in 1996. The total German telecoms market is worth about DM50bn a year and is expected to grow by 10 per cent annually to reach DM100bn-DM110bn by the end of this decade.

## Beylier's appointment as managing director seen as prelude to wide-ranging changes at Anglo-French paper group

### Arjo Wiggins head leaves after struggle for power

By Patrick Harverson in London

The power struggle at the top of Arjo Wiggins Appleton, the Anglo-French paper group, ended yesterday when Mr Alain Soulas stepped down as chief executive and Mr Philippe Beylier, head of the merchandising division, was promoted to group managing director. The sudden departure of Mr Soulas - who is leaving with a severance package worth almost £1.3m - is expected to pave the way for sweeping changes this summer when Mr Daniel Melin, deputy chairman, completes a wide-ranging strategic review of the group's businesses. Mr Melin, who is chief executive of St Louis, the French food and paper group which owns 40 per cent of Arjo, was appointed deputy chairman in December. He began his review in January and is considering a wide range of options to revive the group's

fortunes. "There are no sacred cows any more - everything's up for review," said one insider. The management shake-up follows a disastrous year for Arjo. In 1995, its profits fell from £217m (£332m) to £72m and it was forced to undertake a £121m restructuring of its troubled European manufacturing operations. After the poor results were announced earlier this month, Mr Melin is believed to have decided that Mr Beylier's more aggressive, strategically-minded approach to management was better suited to Arjo's needs than Mr Soulas's talents as an operational manager. The decision ends a rivalry between the two that dates back to Mr Soulas's appointment as chief executive 3½ years ago. Since then, Mr Soulas and Mr Beylier, who was disappointed at being passed over for chief executive in July 1992, have clashed

over strategy and management style. Mr Soulas's position was also undermined by his poor relationship with Mr Cob Stenham, Arjo's British chairman. The City of London yesterday welcomed the changes, and Arjo's shares rose 6p to 204p. One analyst said: "At least the uncertainty is out of the way and the management team they've got now is the management team they want." Analysts believe the European manufacturing operations, which recently were the direct responsibility of Mr Soulas, could be demerged from the group as part of a big restructuring that could also see Arjo sell its 43 per cent stake in Soporcel, a Portuguese pulp and paper mill. Mr Melin is also considering the position of Appleton, Arjo's US carbonless paper business. Analysts said demand for carbonless paper in the US was in long-term decline.



Squaring up: Philippe Beylier (top left) is moving up at Arjo Wiggins and Alain Soulas (right) is moving on. Daniel Melin (bottom left), deputy chairman, is thought to prefer Beylier's more aggressive style

## Moody's faces probe into bonds influence

By Richard Waters in New York

US regulators have launched an investigation into the way Moody's Investors Service, the credit rating agency, wields its power to win customers in some corners of the US bond market. The investigation touches on concerns which have been raised in other countries about the way Moody's builds an influential position in bond markets. The investigation, by the Justice Department, was prompted by complaints about Moody's use of unsolicited ratings, and will focus on the US's asset-backed and mortgage-backed bond markets, and the market for securities issued by municipal authorities. Most credit ratings are requested by a company or other issuer of securities, which buys the service. Many investors will only buy bonds with a rating from a recognised agency, giving the institutions an influential position in the credit market. In some cases where issuers refuse to pay for a credit rating Moody's - along with other agencies - issues one unilaterally. These unsolicited ratings are based on public information rather than the in-depth and confidential inquiries undertaken in other cases. The use of unsolicited ratings has been attacked in recent years by European issuers, with allegations that they are used by agencies as a way of forcing companies and others to pay for a more thorough review. Moody's said yesterday that it had received "any number of questions from authorities, both public and private" around the world about its ratings practices, including its controversial practice of allocating ratings in cases where they are not solicited. "Ratings without the request of the issuers have always been a part of the [ratings] industry, and participants do it," Moody's said. "It's wrong to talk about holding a gun to someone's head."

## Chief of lossmaking Escom steps down

By Michael Lindemann in Bonn

The chief executive of Escom, the leading German computer retailer which recently reported unexpectedly high losses for 1995, is stepping down to make way for one of the company's former executives who had moved to International Business Machines. Mr Manfred Schmitt, who holds 23 per cent of Escom, will be replaced by Mr Helmut Jost, who runs IBM's personal computer division in Germany. Escom said Mr Schmitt had stepped down of his own accord.

increasing speculation that he will focus on Hagenau, the German mobile phone manufacturer which he bought from private funds last September. Mr Schmitt said he would become an adviser to Escom. Since Escom announced 1995 net losses of about DM125m (\$84.4m) earlier this month, Mr Schmitt has reduced his holding in the company from 48.5 per cent to 23 per cent. Escom's other shareholders include Quelle, Europe's largest mail order group, and Siemens Nixdorf, the computing business of the Siemens group. Two weeks

ago Mr Schmitt sold 7 per cent to Gold-Zack Werke, a Quelle subsidiary. Mr Jost, who was responsible for Escom's sales and marketing until November, will face an uphill struggle. Analysts say Escom has overreached itself through an expansion strategy in the UK and other European markets just as prices for personal computers are sliding. The company recently admitted that it had to improve the way stock was moved between its three European storage sites in Germany, the Netherlands

and Scotland. "We have to see how we can centralise things spread all over Europe," it said. Escom faces fierce competition in Germany from Vobis, which last year launched an assembly programme allowing customers to design their own computers. Escom is running a pilot project for a similar assembly method. However, an Escom executive yesterday said Mr Jost was well-suited to address Escom's problems. "There are few people who know how to sell personal computers better than he does," he said. Sony and NEC reshape, Page 18



Schmitt: stake in company

## Strong demand for shares in Orange

By Alan Cane in London

Orange, the UK mobile phone company, saw its shares rise sharply yesterday after trading began in London and the US. With the offer subscribed 10 times, the shares opened in London at 241.5p, a 19 per cent premium to the offer price. On Nasdaq in the US, the shares stood at \$177 in early trading, having touched \$183. The shares were priced at \$154 when trade began. Initial trading was brisk. More than 10m shares changed hands in the first few minutes as institutions bid aggressively for a stock that is likely to join the FT-SE 100 index in June. The shares eased back to close at 237.5p in London. Orange, which has made an operating loss since 1993, proved popular because it represents one of the few opportunities to invest in a mobile phone company which offers digital services. About 325m shares, 25 per cent of the total, were on offer and of these about 26m were allocated to UK retail customers. Of the balance, about 46 per cent was allo-

ated to institutional investors in the UK and Europe, while 40 per cent went to North America. As an indication of the group's confidence in its pricing, a further 32.5m shares were made available yesterday through an over-allocation exercise to institutions at the offer price. The shares were derived pro rata from Orange's owners Hutchison Whampoa and British Aerospace. About 33,000 applications for the retail offer were received. The allocation was heavily skewed towards the retail investors, with applicants putting up the minimum bid of £1,000 getting about 80 per cent of what they wanted. The flotation values the group at £2.46bn (\$3.7bn) at the offer price and raised £624m before the exercise of the over-allotment option. After over-allotment, Hutchison Whampoa holds 47.43 per cent of the shares and British Aerospace 21.48 per cent. Dealings in the shares will remain conditional until April 2 when investors will be notified of their allocations.



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COMPANIES AND FINANCE: EUROPE/THE AMERICAS

# Bremer Vulkan set to hive off shipyards

By Judy Dempsey in Berlin

Bremer Vulkan, Germany's largest shipbuilder which two months ago sought protection from its creditors, yesterday agreed to hive off two of its east German units for a symbolic DM1.4bn but with no general renunciation of outstanding claims.

In what is seen as a victory for the east German state of Mecklenburg-Vorpommern, where the shipyards are based, as well as the European Commission, Bremer Vulkan and the lawyers overseeing the proceedings were forced to back down from their original intention of renouncing any finan-

cial responsibility for the yards.

The Mecklenburg-Vorpommern government and the Commission had insisted that the shipyards could only be hived off provided Bremer Vulkan assumed some financial responsibility.

Under the management of Mr Friedrich Hennemann, forced to resign last December, Bremer Vulkan had bought the MTW Schiffswerft and Volkswerft yard from the Treuband privatisation agency in 1993 on condition it invest more than DM1.4bn (\$948m) in restructuring costs. However, more than DM760m of investments due to these two shipyards had been

siphoned off last year and channelled into Bremer Vulkan's loss-making west German operations. Bremer Vulkan expects losses of DM1bn for last year and has outstanding bank loans of more than DM1.4bn.

Yesterday's decision means that the MTW and Volkswerft shipyards will be independent from any decisions made by Bremer Vulkan's management and lawyers, who are drawing up a new strategy in a bid to stave off final bankruptcy and save as many jobs as possible. The group has more than 22,500 employees.

It also means that MTW and Volkswerft must seek new

owners or else be placed under the BvS, the successor to the Treuband. The first option will require an injection of capital to compensate for the investments never made by Bremer Vulkan. Mecklenburg-Vorpommern government officials estimated they required about DM1bn to complete the restructuring, find new markets and raise productivity levels, currently 60 per cent below west German levels. The yards and the BvS will form a holding company for this purpose.

An official added that any new capital would require permission from Brussels. The Commission is taking a more detailed look at the way in

which German government-backed subsidies to enterprises sold by the Treuband have been disbursed.

As regards the second option, the BvS is reluctant to take back the east German shipyards, as it would set a precedent. The BvS recently hired consultants to carry out studies of MTW and Volkswerft, and is close to recommending bankruptcy for Volkswerft because it expects losses of about DM200m. Government officials in Mecklenburg-Vorpommern argue the losses are exaggerated and also fail to take account of the shortfall in investments pledged by Bremer Vulkan.

# Polish bank set for \$50m international bond issue

By Christopher Bobinski in Warsaw

Poland's listed Export Development Bank (BRE) is set to become the country's first bank to launch an international bond issue, with a \$50m placement planned for next month, Mr Krzysztof Swarc, the bank's chairman, said yesterday.

The issue follows Poland's debut sovereign eurobond issue last year. The \$250m five-year offering was priced to yield 185 basis points over US Treasuries, but the spread has since fallen to 165 basis points.

BRE's shareholders must approve the bank's issue of three-year dollar-denominated floating rate notes at the end of this week. The offering, which will be arranged by Merrill Lynch, will yield not more than 150 basis points over the London interbank offered rate (libor). Part of the \$50m issue will go to financing the purchase of the Konin aluminium smelter by Impermetal, a state-owned metals trader.

This week's shareholder's meeting, which will be voting to approve a dividend amounting to 21 per cent of last year's net profit of 106.4m zlotys (\$40.8m), will also be asked to approve further bond issues worth \$100m.

"We're doing this to give us the opportunity to raise more funds should the need arise," Mr Swarc said.

The issue comes after a year in which the BRE, Poland's eleventh largest bank, almost doubled its net profit. The first two months of this year have seen net profits running almost 30 per cent higher than last year's monthly average.

Mr Swarc cited his bank's link with Commerzbank of Germany, which holds a 21 per cent stake, as a main factor in BRE's success. "Commerzbank has brought us know-how and is helping us to raise our profile and bid for large clients."

Last year, BRE's balance sheet grew 83 per cent to 2.6bn zlotys, while return on equity improved from 33.2 per cent in 1994 to 35.6 per cent in 1995.

NEWS DIGEST

# Suntory sells its California vineyard

Suntory, Japan's largest whisky and beer company, has sold its California vineyards to a Texan-led group which recently paid Nestlé more than \$800m for the premium Napa Valley producer, Wine World Estates.

The \$30m disposal of the Chateau St Jean Vineyards and Winery, for which Suntory paid \$40m more than 10 years ago, marks a further retreat from California's high-cost wine industry.

Texas Pacific, a \$720m private investment partnership, was advised on the deal by Silverado Partners, a Sonoma Valley winery operator and consultancy, which will purchase a minority stake in St Jean. Silverado has a similar holding in Wine World Estates.

Although Californian wine's prospects appear to be improving - sales of premium labels rose 15 per cent last year while table wines increased 5 per cent - production costs are high in comparison with levels in developing countries. Northern Californian land is about 10 times as expensive as Chilean acreage, for example, and labour costs and bulk grape prices are several times higher.

Suntory, which still owns a Los Angeles brandy distillery that exports mainly to Japan and several US restaurants, recently paid \$300m for a mid-Western bottled mineral water company.

Observers said the Japanese group had invested heavily in expanding output from St Jean by about a third during its ownership. St Jean, a producer of premium whites, has some 200 acres of vineyards and annual revenues of about \$20m. Wine World, which crops 6,500 acres, is best known for its reds. It had annual sales of some \$200m. Mr Michael Moore, one of the Silverado partners, is a former president of Wine World.

Silverado, which will run the joint operations, owns the Luna Winery and more than 900 acres of Californian vineyards in its own right.

Texas Pacific has a wide range of holdings, including stakes in airlines, healthcare, food, entertainment, telecommunications and waste management industries.

Christopher Parkes, Los Angeles

# Aga in power stake sale

Aga, the Swedish industrial gas group, yesterday sold its 34 per cent shareholding in the power group Gullspang Kraft to Finland's Imatran Voima for SKr3.1bn (\$467m). The deal is the latest sign of restructuring within the Nordic power industry prompted by deregulation of energy markets.

The sale also completed a move by Aga to concentrate on and invest heavily in its core operations of supplying industrial and medical gases.

In 1994 Aga disposed of its cold storage business, Frigocondia, and in 1995 sold its shareholding in the steel group Avesta Sheffield.

The Gullspang sale yielded a capital gain for Aga before tax of SKr1.8bn - but Aga said the effect on pre-tax results, excluding capital gains, would be marginal. Gullspang Kraft is one of Sweden's biggest electricity producers, generating some 12bn kWh a year, using mainly hydro and nuclear power.

Gullspang returned pre-tax profits in 1995 of SKr720m. Imatran Voima will become its chief owner, controlling 44 per cent of Gullspang's voting capital.

The purchase is the latest example of cross-border investments by Nordic power producers following the deregulation of energy markets in Finland, Norway and Sweden, which allow electricity users to buy power from suppliers outside their home markets.

Hugh Carnegie, Stockholm

# Specialisation sparks turnaround at Barco

Belgian electronics group is concentrating on niche markets, writes Caroline Southey

Small has spelt success for the Flanders-based electronics company Barco. In just 10 years it has turned heavy losses into comfortable profits, mainly by shedding 50 years of corporate baggage, concentrating on specialised niche products and exploring markets beyond Europe.

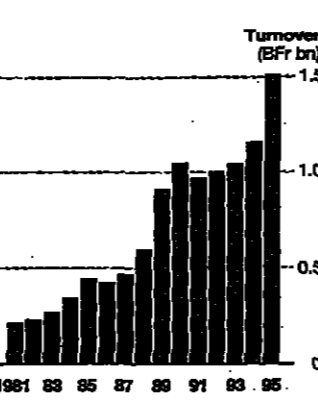
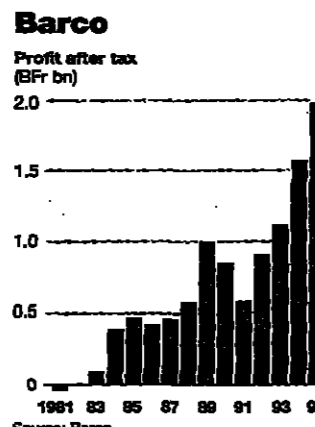
For the company, rated by analysts as "small to medium-sized", the turnaround at the company has been dramatic. From near-bankruptcy in the early 1980s, Barco has posted profits every year since the early 1990s.

Results announced yesterday confirmed this trend, with net profits up 37 per cent from BFr1.31bn to BFr1.8bn (\$59m) and turnover up 30 per cent from BFr11.6bn to BFr15.1bn.

The turning point came when the company moved out of consumer products, which in 1980 made up 85 per cent of turnover, to concentrate on a number of high-value-added niche markets and producing products for professional users.

Barco shed its last consumer product in 1993. The company had been created in 1934 as the Belgium American Radio Corporation to make radios for the Belgian market, graduating shortly afterwards to televisions.

Mr Hugo Vandamme, Barco president and chief executive, makes clear that there is no turning back. "Our aim is never to get drawn into the



volume market, because once you are in mass manufacturing, it is impossible to change," he says.

Barco's product line now has a distinctly specialist feel. Its visualisation and communications division, which accounts for 53 per cent of turnover, produces projectors, control monitors for television studios (bought by NBC of the US and BBC in the UK) as well as satellite receivers and modems for cable and satellite broadcasters, among other things.

Products from the graphic systems division (26 per cent of turnover) are aimed at pre-press systems and include software packages for retouching images on films and transparencies. The automation division (16 per cent of turnover)

has expanded from producing automated systems (computer integrated manufacturing) for textile production to sectors such as plastics, used by Lego of Denmark, and rubber.

Barco places a high premium on product innovation. It devotes 10 per cent of turnover to research and development and prides itself on a management style that has created highly motivated research teams.

Mr Vandamme says employees are involved in identifying future areas of growth and developing new avenues for old products. "If, over a two-year period, we cannot come up with ideas on how to grow with existing products we find ways of getting out," he says.

The second most important

aspect of Barco's strategy has been geographical expansion. "We know that developing products that we can only sell in Europe is not good enough. To have real potential for growth we must go for bigger markets," he says.

Barco has found those markets in the US and increasingly in Asia and Latin America. From a small contribution of 6 per cent of turnover five years ago, sales in Asia now represent 20 per cent. The company has recently acquired a distribution network in Japan and has opened offices in Beijing, Shanghai, Hong Kong and Singapore.

But analysts point out that Barco's successful push into foreign markets carries risks. Analysts N. V. Petercam warn

that "exchange rate evolutions might have sizeable consequences on Barco activities since its natural market is on a worldwide scale whereas the production and research facilities are mainly concentrated in Belgium".

Barco's latest results highlight this vulnerability. Mr Vandamme announced that gross margins had fallen due to "unfavourable exchange rate developments".

The question is where Barco intends to draw the line in its quest for foreign markets. Of the company's 3,000 employees, 1,000 are abroad. Could the company abandon its Flemish roots and base itself elsewhere?

Mr Vandamme is cautious about predicting how far Barco's foreign expansion might take it. But he concedes that it is "better to make products in the neighbourhood of the most demanding markets".

Barco already has small manufacturing facilities in the US, Germany, Switzerland and the UK. A research and development unit is being set up in Bangalore and it plans to start manufacturing in India.

Mr Vandamme refuses to be precise about how this evolution might affect Barco. But he nevertheless suggests a very different future for company. "We must expect that in the next 20 years our growth will be outside Belgium. To be successful we must be present where the markets are".

NEW ISSUE

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MARCH, 1996



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March 1996



U.S. \$200 Million

## "Assets Swapped"

Bankers Trust International PLC ("BTI") is pleased to announce the successful structuring and completion of a further U.S. \$100 Million "Asset Swap" between BTI and South African Mutual Life Assurance Society ("Old Mutual"). This follows the successful U.S. \$100 Million Asset Swap announced during February 1996 and brings the total assets swapped during February and March to U.S. \$200 Million.

These transactions were undertaken after South African Reserve Bank and Financial Services Board approval was sought and received by Old Mutual. Bankers Trust International PLC acted as counterparty to Old Mutual in these matters.

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COMPANIES AND FINANCE: EUROPE

NEWS DIGEST

Deutsche Bank edges ahead

Deutsche Bank, Germany's biggest bank, yesterday announced a slight rise in parent company net profits to DM1.59bn (\$1.07bn), against DM1.575bn last time, and in the amount allocated to reserves, but left details of its full group results until today's press conference.

It also confirmed it would pay shareholders a dividend of DM1.80, up from DM1.65. The amount transferred to reserves totalled DM700m against DM650m. Shares eased in late trading by 24 pfennigs to DM76.14 after a day's high of DM76.96, as dealers expressed disappointment with the results.

The bank also confirmed the appointment to its board of Mr Michael Dobson, chief executive of Deutsche Morgan Grenfell, the group's investment banking operation. Mr Dobson, 43, will take up his board position after the annual meeting on May 28.

Andrew Fisher, Frankfurt

Linde eyes acquisition

Mr Hans Meinhardt, chairman of Linde, the German conglomerate, said the company was looking to diversify into a fifth area of business, but declined to give details. Linde is currently active in four areas: materials handling, plant construction, industrial gases and refrigeration technology.

"We want to grow and we must grow," Mr Meinhardt said. "We want to grow in a fifth division but it cannot be just any old one; it must fit with the group as a whole." He said the size of the new division would be around DM5bn (\$3.38bn).

"Linde needs to be around double its current size, both in sales and earnings," Mr Meinhardt said. "We need to grow to between DM11bn and DM12bn [in sales] from our own resources, and the rest will be done via acquisitions." Linde said it expected 1996 sales growth of more than 5 per cent, compared with DM6.294bn a year earlier, and earnings to be higher than in 1995.

AFX News, Wiesbaden

Crédit National advances

Crédit National, the French banking group, yesterday reported net income up sharply from FF570m to FF463m (\$81.63m) for 1995, despite intense competition in the country's financial sector. Banking income rose 11.7 per cent to FF2.1bn, and operating income was up 12.6 per cent to FF874m.

The group increased its provisions against a deterioration in the property market, for its loans to Eurotunnel, and against stakes in Crédit Foncier de France and the Compagnie du BTP, two specialist French banks. It recommended a dividend of FF13.50 a share, up 12.5 per cent.

During the current year, Crédit National will absorb the previously state-controlled Banque Française de Crédit Extérieur. That will create an institution with combined assets of FF334bn, net capital of FF17.3bn and a solvency ratio of 9 per cent.

Andrew Jack, Paris

Petrofina increases dividend

Petrofina, the Belgian integrated oil company, is proposing a 10 per cent increase in its net dividend from BF240 to BF264 - ahead of analysts' forecasts. The rise, announced yesterday, compared with the 12.6 per cent increase in net profits for 1995 from BF10.3bn to BF11.6bn (\$382m) disclosed in January. But, since last year's dividend included a one-off payment of BF90 to mark the group's 75th anniversary, analysts had not expected this year's increase to be so large.

Petrofina said the strength of the 1995 results, after it rationalised its upstream interests as part of its strategy of expanding its downstream businesses, had given it confidence for the future. The 1995 profits included an exceptional charge of BF1.3bn, while the previous year's figures were boosted by BF2.2bn of exceptional gains.

Sales and operating revenues fell from BF180.5bn to BF163.3bn, but operating profits from on-going businesses increased from BF23.3bn to BF22.5bn. Operating profits in the upstream division rose from BF9.9bn to BF15.1bn, thanks to a \$1.20 a barrel increase in crude prices, and higher European production. But downstream profits fell from BF4.9bn to BF0.1bn, due to a fall in refining margins and the dollar's weakness.

Neil Buckley, Brussels

Philips plans investment

Philips, the Dutch electronics group, said yesterday it planned to invest FF800m (\$494m) in expanding output at its main semiconductor plant in the Netherlands. The announcement came just two days after the company warned investors that first-quarter net profits would be significantly lower, partly because of lower demand for semiconductors from the computer industry.

Mr Doug Dunn, chief executive officer of Philips Semiconductors, said the slowdown in the worldwide semiconductor industry was relative, with growth rates still healthy though below the 1995 peak of 40 per cent. "Long-term, Philips Semiconductors will continue to be a high profit generator for the company," Ronald van de Erol, Amsterdam.

Imi lifts payout

Imi, the Italian investment bank, posted full year consolidated profits for 1995 of L551.8bn (\$851m) against L551.2bn in the previous year. The board proposed a dividend of L500 a share compared with L400.

Reuter, Rome

Correction

The Wallenberg family's pulp and paper interests are in Stora, not SCA, as stated in yesterday's Lex column.

Rome defends rescue plan for Banco di Napoli

By Andrew Hill in Milan

The Italian government yesterday justified its radical L3,500bn (\$2.23bn) rescue plan for Banco di Napoli by arguing that the Neapolitan bank's collapse would have a serious impact on the national and international banking system.

Italian treasury officials said yesterday they believed the government had "arrived in time" to rescue the bank, which is set to announce a heavy loss for 1995 tomorrow. But the same officials agreed that there were "strong elements of uncertainty" about the potential success of the bank's restructuring plan.

The government plan amounts to a form of treasury administration for Banco di Napoli. The treasury will take temporary control, impose its own board, and try to privatise the bank towards the end of 1997. Sources close to the bank said yesterday they believed Mr Federico Pepe would remain as managing director, a job he took on last year with a mandate to carry out drastic restructuring.

The treasury said it did not believe the operation would attract the attention of the European Commission - which examines cases of potential illegal state aid - but it was prepared to justify the manoeuvre to Brussels if necessary.

A government decree, approved late on Wednesday, envisages the transformation of a L1,000bn treasury loan - part of last year's short-term emergency loan package of L2,500bn - into a longer-term subordinated loan.

Provided that other banks are prepared to join in, the restructuring plan is sufficiently tough, and unions agree to a cut in labour costs, the treasury would then be prepared to underwrite up to L1,000bn of capital increases. The government expects other Italian banks, including some of the group which backed last year's emergency loan, to contribute between L1,000bn and L1,500bn, either in the form of subordinated loans or debt-equity conversion.

Few banks were prepared to commit themselves unequivocally yesterday to assisting Banco di Napoli, and at least two which assisted with the original loan - Banca Popolare di Verona and Cariplo - ruled out participation in any capital increase. Imi, one of Italy's most profitable banking and financial groups, said it was not prepared to take part in a recapitalisation although it could assume some of Banco di Napoli's loan portfolio.

According to banking analysts, the collapse of Banco di Napoli would put a strain on the banking system because of the high level of interbank deposits between the Neapolitan bank and its national and international competitors.

Uncertain outlook stalls Elf Atochem expansion plans

By Jenny Luestry in Berlin

Elf Atochem, the chemicals arm of Elf Aquitaine, the French oil company, achieved an almost threefold increase in operating profits last year, to FF3bn (\$682m), and a 65 per cent rise in cash flow. However, its plans to expand were being stalled by the uncertain outlook for chemicals, it said yesterday.

Mr Jacques Puech, chairman, said business had not yet "returned to normal" after last year's sharp swings in demand and prices. Operating profits had risen from FF1.8bn in 1994 on sales up 3.7 per cent to FF55.5bn, but at least FF1.5bn of the FF3.2bn rise was due to favourable market conditions in the first half of last year.

Prices for bulk plastics - which with their raw materials account for more than a third of the company's sales - rose 50 per cent, before falling by almost as much in the second half. Speculative stock building by buyers of plastics, as prices were rising, was followed by a 10 per cent fall in demand in the second half as they used up stocks.

Improved sales in the first quarter this year suggested customer destocking was ending, but demand was not yet sufficient to justify normal production levels, said Mr Puech.

In Europe, he predicted a "gradual return to balance" in the first half and a "more normal level of activity in the second half".

However, the uncertainty

was stalling moves towards industry consolidation, despite the widespread availability of cash and the need to reduce the number of competitors in some sectors.

Elf Atochem has raised FF3bn from divestments. This could be used for acquisitions. In addition, \$800m on the sale last April of Elf Aquitaine's phosphates business, Texas Gulf, had been earmarked for expansion into Elf Atochem's speciality chemicals operations.

Elf Atochem's cash flow increased from FF1.6bn in 1994 to FF7.5bn. "We have the capability to acquire, but the mood is too pessimistic at the moment," said Mr Puech.

Elf Atochem, which has doubled its sales in the last 10 years, has traditionally been highly acquisitive, using the cash generated by its plastics business to move into niche speciality markets.

This would continue in the medium term, said Mr Puech, with the company aiming to lift the share of speciality chemicals within its business from 50 per cent last year, to two thirds by 2000.

"But the emphasis for this year is on stabilising chemicals businesses," he said.

Last year, FF1bn of the company's increased operating profits came through expansion into new sites and acquisitions.

A further FF700m was the result of increased productivity, especially in fertilisers, where a restructuring in 1993 saw the business move from break even in 1994 to operating profits of FF230m last year.

Dividend possible after Pirelli beats forecasts with L304bn

By Andrew Hill

Pirelli, the Italian tyres and cables manufacturer, yesterday beat analysts' forecasts when it announced it had doubled net group profits in 1995 to L304bn (\$198m).

The parent company also returned a profit of L141bn for the year to December 31, against a loss of L2bn in 1994, raising expectations that Pirelli might pay its first dividend for four years. The release of the results prompted a late rise in Pirelli's share price, which reached L2,220 before closing at L2,157, up 1.68 on the day.

Pirelli will announce detailed results for 1995 on April 19, including any decision on whether to propose a dividend, which would be the first since its ill-fated attempt to take over Continental, its German rival, in 1991.

Since then, under Mr Marco Tronchetti Provera, the chief executive, Pirelli has restructured and moved further into high-technology and high-margin sectors of the cable and tyres business.

Turnover in 1995 rose from L9,790bn to L10,893bn, an increase of 8 per cent if favourable first-half exchange rates are evened out. Pirelli's sales are normally about equally divided between cables and tyres, but the group did not break down the preliminary results by sector.

Operating profit rose from L433bn to L636bn, an improvement in margins from 4.1 per cent to 5.8 per cent. Extraordinary provisions of L108bn, up from L2bn in 1994, were mainly accounted for by further reorganisation and restructuring charges, but the effect on net profits was partly offset by a reduction of L63bn in financial charges. Earnings per share rose from L73 to L165.

During last year, Pirelli said it had reduced its net debt by L100bn to L1,400bn, or 37 per cent of net equity, even though capital expenditure rose from L422bn to L455bn, and research and development spending from L287bn to L302bn.

More than half of Pirelli's L2,300bn investment programme for the three years ending in 1996 has been earmarked for its cables business, with the aim of keeping up with competition and innovation, particularly at the high-technology end of the market.

For example, Pirelli is working with US groups on the construction of a prototype underground high-temperature superconductor power cable transmission system, which could substantially increase the capacity of existing electric power transmission channels.

Pinault Printemps Redoute ahead as diversity helps sales

By Andrew Jack in Paris

Pinault Printemps Redoute, the French retail group, yesterday reported net income up 25 per cent to FF1.53bn (\$301m) in 1995 despite the economic difficulties which beset the country late last year.

Sales increased 9.9 per cent to FF77.8bn, or 2 per cent in comparable terms - leaving out the FNAC books and records chain which was integrated during 1995.

The group said its diverse activities - which cover a wide range of retailing - enabled it to boost turnover despite a slowdown in economic growth.

Turnover fell 0.7 per cent in its mass market division, reflecting a drop in visitors to its shops and in orders by post during the strikes and bombings in Paris during the second half of last year. It estimated the costs at FF500m.

Its CFAO subsidiary reported an increase in sales of 20.9 per cent because of the positive economic environment in Africa after the CFA franc devaluation, while turnover at its professional sales division was up 4.2 per cent.

Operating profit was up 11.1 per cent - or 8.4 per cent in comparative terms - to FF2.99bn, giving it a margin of 3.8 per cent against 3.5 per cent in 1995. The group said the increase was the result of management and productivity gains.

Net financial charges fell from FF958m to FF654m, which it said reflected greater discounts obtained from its suppliers.

Exceptional charges fell from FF266m to FF171m, reflecting a FF152m depreciation of its investment in Compar, a holding company, as well as reorganisation costs and a number of sales of holdings.

Group net debt fell from FF12.1bn to FF10.9bn, the third consecutive year of reductions in gearing, its capacity to finance future activity from its own cash resources rose from FF2.4bn to FF2.8bn.

Operating investments rose from FF1.13bn to FF1.19bn, reflecting a renovation programme for its mass market stores and improvements to its information systems.

The group said that consumers, compensating for the strikes at the end of last year and taking advantage of sales from the start of 1996, had helped boost turnover in the mass market divisions in January and February, which showed turnover up 2 per cent in constant terms on the same period of 1995.

TOTAL 1995 CONSOLIDATED FINANCIAL STATEMENTS AND DIVIDEND

1995 RESULTS AND DIVIDEND INCREASE BY 9 PERCENT NEW BOARD DIRECTORS NOMINATED

TOTAL's Board of Directors chaired by Thierry DESMAREST met on March 26, 1996, to review the 1995 consolidated financial statements and to close the accounts of the parent company, TOTAL SA.

**CONSOLIDATED RESULTS**  
Consolidated results were in line with estimates released by the Board after its meeting on January 30, 1996. Sales remained relatively stable at FF 155.8 billion, as volume growth was offset by the decline in the dollar-franc exchange rate. Consolidated net income (Group share) before non-recurring items rose to FF 3.7 billion, a 9 percent increase over 1994. Combined with a slight increase in the number of shares outstanding, corresponding earnings per share rose by 8 percent to FF 15.8.

**Impact of non-recurring items on net income**  
US Accounting Standards FAS 121 and 106: As previously announced, TOTAL decided to adopt in 1995 the new FAS 121 as issued by the Financial Accounting Standards Board (FASB), which limits the value of assets to their market value. As a result, TOTAL recognized non-recurring, non-cash expenses related primarily to exploration and production assets (Norway, US and Vietnam). The impact on 1995 net income was FF 0.8 billion. FAS 106, concerning medical and life insurance coverage of employees, had a negative impact of FF 0.2 billion on net income. The adoption of these new standards has no cash flow impact.

**An unfavourable 1995 business environment**  
Changes in the main external economic factors had a negative impact on 1995 Operating Income of FF 1 billion.

**Increase in operating income driven by production growth and productivity measures**  
The increase in operating income was driven by growth in oil and gas production as well as by productivity gains and rationalisation within TOTAL.

**A 50-percent increase in upstream operating income**  
The 50-percent increase in upstream operating income was driven by higher production volumes and cost reductions; the combination of changes in foreign exchange and oil price had a negligible impact. Oil and gas production increased by 6 percent to 674 mboe/d in 1995 from 638 mboe/d in 1994. Production outside the Middle East rose by 11 percent to 382 mboe/d, split 164 mboe/d of liquids and 119 MCF/d of gas. Middle East production remained stable at 292 mboe/d.

**Downstream affected by the refining crisis**  
Downstream results fell by 45 percent, reflecting the collapse in refinery margins in 1995, both in Europe and the US, and, to a lesser degree, the fast-paced year in UK marketing. The negative impact of these elements, however, was partially offset by ongoing cost reduction measures and by better performance from value-added products, such as LPG, lubricants, aromatics etc.

**Growth in chemicals**  
Chemical sales rose by 9 percent to FF 21.6 billion in 1995. This increase stems from both internal growth and acquisitions completed during the year, including in particular the 57-percent participation in Kalon.

**A solid financial position and a projected 25-percent increase in investments for 1996**  
Cash flow declined by 8 percent to FF 11,273 million. This decrease resulted primarily from weakness in the dollar-franc exchange rate. Gross investments were reduced to FF 12.5 billion in 1995 versus FF 13.6 billion in 1994, due to the lower dollar-franc exchange rate and the decision to cut back the level of Downstream investments. Divestments totaled FF 2.3 billion in 1995. TOTAL projects a sharp 25-percent increase in capital expenditures to FF 13.6 billion for 1996, primarily in the Upstream and Chemical segments as part of its growth strategy. Consolidated equity, together with minority interest, rose to FF 56.2 billion at year-end 1995 as compared to FF 55.8 billion at year-end 1994. The net debt-to-equity ratio was reduced to 18 percent at year-end 1995 versus 22 percent at year-end 1994.

**Early 1996 activity**  
The operating environment in the 1996 first quarter has been characterized by a stable dollar-franc exchange rate, stronger oil prices, and by refinery margins in Europe less depressed than in 1995.

**TOTAL SA ACCOUNTS, PROPOSED DIVIDEND AND NOMINATIONS TO THE BOARD**  
The net result of the parent company, TOTAL SA, was FF 3,562 million in 1995 versus FF 2,680 million in 1994. The Board, after closing the accounts, decided to propose at the June 4 Annual General Meeting a net dividend of FF 8.7 per share versus FF 8.0 per share the previous year, which can be taken either in cash or in company shares, plus the associated tax credit of FF 4.35.

The Board will also propose the nomination of Lord Alexander of Weddion and Mr. Bertrand Jacquillat as directors for three-year terms.

TOTAL - 24 Cours Michélet - 92069 Paris La Défense Cedex - France  
http://www.webtotal.fr/total

**PUTNAM INTERNATIONAL FUND**  
SICAV  
11, rue Aldringen, L-1118 Luxembourg  
R.C. Luxembourg N° B 11.197

**NOTICE OF MEETING**  
Notice is hereby given that the Annual General Meeting of Shareholders will be held at the registered office of the Company on 15 April 1996 at 3.00 p.m. with the following agenda:

**AGENDA**  
1. Presentation of the reports of the Board of Directors and of the Auditor.  
2. Approval of the balance sheet and profit and loss account as at 31 December 1995.  
3. Discharge of the Directors for the fiscal period ended 31 December 1995.  
4. Re-election of Messrs John R. VERANI, Takahiko WATANABE, Thomas M. PUTNAM, John C. TALLANIAN, Steven SPIEGEL, Alfred F. BRAUSCH and Jean-Paul THOMAS as Directors for the ensuing year.  
5. Any other business which may be properly brought before the Meeting.

The shareholders are advised that no quorum is required for the items of the agenda and that the decisions will be taken at the simple majority of the shares present or represented at the Meeting. Each share is entitled to one vote. A shareholder may act by proxy.

By order of the Board of Directors

**THE ROYAL BANK OF CANADA**  
U.S. \$350,000,000 Floating Rate  
Debentures due 2006

In accordance with the Terms and Conditions of the Debentures, the interest rate for the period 28th March 1996 to 30th April, 1996 has been fixed at 8 1/2% per annum. On 30th April, 1996 interest of U.S. \$4,888,888 per U.S. \$1,000 nominal amount of the Debentures will be due for payment. The rate of interest for the period commencing 30th April, 1996 will be determined on 28th April, 1996.

Agent Bank and Principal Paying Agent  
**ROYAL BANK OF CANADA**  
EUROPE LIMITED

**Marine Midland Bank**  
U.S. \$125,000,000  
Floating Rate Subordinated Capital Notes due 1996

For the three months 27th March, 1996 to 27th June, 1996 the Notes will carry an interest rate of 5.5625% per annum with a coupon amount of U.S. \$142.15 per U.S. \$10,000 Note and U.S. \$710.76 per U.S. \$50,000 Note. The relevant interest payments date will be 27th June, 1996.

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## COMPANIES AND FINANCE: ASIA-PACIFIC/INTERNATIONAL

## Sony and NEC forced into reorganisations

By Michio Nakamoto and William Dawkins in Tokyo

The decline in world computer sales and the shift to digital technology has forced two of Japan's leading electronics companies to announce reorganisation changes.

NEC, Japan's leading computer manufacturer, is to split its personal computer division into three specialised units so it can react more quickly to changes in demand.

NEC, which last month agreed a complex three-way PC deal with Packard Bell of the US and Groupe Bull of France, said its PC division, representing one-fifth of group sales, would from next month be reorganised into three departments. These would handle desktops, notebooks and overseas markets.

Sales and marketing would be managed by a single division, rather than being shared between the parent company and a sales arm.

Meanwhile Sony, the consumer electronics producer, said it would devote more resources to digital technology. No job losses are planned by either group.

Mr Nobuyuki Idei, named president of Sony a year ago, said the company was creating an organisation structure to deal with the shift to digital technology, a standard for multimedia products.

Sony has been working predominantly with conventional



Nobuyuki Idei: Sony changing to cope with digital technology

analogue technology. But as industries move towards digital, it faces a fundamental change that Mr Idei said "will affect our way of making products in very profound ways".

The company has identified relatively mature businesses in which it is an industry leader, such as audio-visual products, and those which promise growth, such as information technology. In the growth category, Sony is placing particular emphasis on products resulting from the merger of audio-visual and information technology functions, Mr Idei said.

He cited network browsers and advanced televisions.

Sony, which recently agreed to develop PCs with Intel, the US semiconductor maker, said it was not particularly concerned about the recent

slump in the US PC market.

The company, however, does not intend to produce PCs for the office or cheap, on-line PCs. Mr Idei denied speculation the company was planning a \$500 machine. "It is inconceivable that the PC will enter the home in its present form," Mr Idei said. It was, however, planning to make user-friendly home PCs.

Sony also plans to focus on displays, which will be a big part of multimedia markets, personal mobile communications and PC peripherals and components.

To meet these challenges, it recently reorganised itself into 10 companies along business and product lines, with an executive organisation providing corporate cohesion. It also restructured its marketing activities to give stronger regional focus to its product based divisions.

NEC said its aim was to make development and sales more flexible in response to rapid changes in demand and shorter product life cycles. It expects its sales of personal computers to increase 25-30 per cent this year - growth which, while strong, is a dramatic slowdown compared with last year's estimated 66 per cent rise in PC sales.

NEC holds more than 50 per cent of the Japanese computer market, down from 63.7 per cent at its peak in 1992, after inroads made by US groups. *Lex, Page 14*

## NEWS DIGEST

## TVB suffers 24% setback in profits

TVB, the Hong Kong-based broadcasting group, announced net profits of HK\$485.6m (US\$62.8m) in 1995, down from HK\$639.1m a year earlier. It blamed the 24 per cent fall on weak consumer demand and the sluggish domestic economy in 1995. TVB said, however, it had retained its dominant position in ratings and advertising revenues in the local market, and pointed to strong overseas expansion.

TVB has developed its operations in the region, and in the US and Europe. These include cable networks in Taiwan, a recent joint venture in Thailand, and the announcement last year that it was taking a majority stake in the Chinese Channel, which broadcasts Chinese-language programmes in Europe. The company - whose largest shareholders include Shaw Brothers, the film and media group, Kerry Holdings, the media vehicle of Mr Robert Kuok, and Pearson, the UK media group which publishes the Financial Times - said it was reducing its final dividend from 85 cents to 60 cents. The interim dividend had been held at 20 cents. Turnover rose from HK\$2.85bn to HK\$2.73bn in 1995, while earnings per share fell from HK\$1.52 to HK\$1.16. *John Riddling, Hong Kong*

## HK hotel group advances

Mandarin Oriental International, the hotel group controlled by Jardine Matheson, reported a 10 per cent rise in net earnings for the year to December, from US\$48.8m in 1994 to \$53.7m. The group benefited from a significant recovery in the Hong Kong hotel market, partly because of tighter supply. Mandarin owns some 1,430 luxury hotel rooms on Hong Kong island. The Mandarin Oriental in Manila had a strong second half, while hotels in Bangkok, Jakarta and Macao continued to recover. Low room rates in Singapore held back the full-year result. Earnings per share rose from 7.13 cents to 7.78 cents and the total dividend is to be lifted from 5.50 cents to 5.90 cents. *Louise Lucas, Hong Kong*

## Bank Leumi climbs 30%

Bank Leumi, Israel's second-largest banking group, yesterday reported a 30 per cent rise in annual net profits, from Shk555.3m in 1994 to Shk722.1m (US\$230m) in 1995. Fourth-quarter net profits rose 32 per cent to Shk21.7m in 1995, against Shk16.2m last time. The bank said rising profits resulted from increased business activity, sharply reduced losses by its New York subsidiary and improved gains from non-financial investments.

The results follow the recent decision by the Israeli government to decentralise the country's economy, which will force the bank to divest some of its main non-financial holdings over the next three years. Bank Leumi, which holds stakes in a range of Israeli companies, is negotiating to sell half its 50 per cent stake in Africa Israel, a property, tourism and insurance group. The bank must complete the sale by the end of this year. Annual provisions for bad debts jumped from Shk500m in 1994 to Shk867.2m in 1995. *Avi Machlis, Jerusalem*

## Coeur d'Alene sweetens offer

Coeur d'Alene Mines, the Idaho-based mining group, yesterday lifted the cash element of its contested bid for Gasgoyne Gold Mines in Western Australia, by the equivalent of 36 cents a share, valuing the target company at about A\$168m (US\$128.6m). Its previous offer valued Gasgoyne at about A\$135m. Coeur's new offer - comprising seven Coeur shares plus A\$96 cash for every 100 Gasgoyne - is said to be worth about A\$2.92 per Gasgoyne share. The US group said this was its final bid.

But Sons of Gwalia, the Australian group which is also mounting a bid for Gasgoyne, immediately claimed its all-paper offer remained superior. One of Gasgoyne's main assets is a 50 per cent interest in the 700m-ton Star mine, while SOG owns the neighbouring Marvel Loch mine. However, on last night's A\$3.20 closing price for SOG shares, its one-for-three share offer falls short of the new Coeur offer price. *Nikki Tait, Sydney*

## Glencore to bid for Cumnock Coal

Glencore, the Swiss-based commodity trading group, yesterday said it wanted to acquire the listed Cumnock Coal company, in which it already holds a 22.9 per cent stake, for A\$2.50 a share. It indicated it would use the Australian unit as a platform for further acquisitions. Glencore has said it would instruct its brokers to stand in the market and offer to acquire the outstanding shares over a month, but Cumnock said the price was too low. *Nikki Tait*

## Trafalgar House depresses result at Hongkong Land

By John Riddling in Hong Kong

Hongkong Land, the property investment arm of the Jardine Matheson group, yesterday announced net profits of US\$256.9m for 1995, a fall of 30 per cent, as an improved operating result was offset by losses at Trafalgar House, the UK construction, engineering and shipping group.

Earlier this month, Hongkong Land agreed to vote its 26 per cent holding in Trafalgar in support of a takeover bid from Kvaerner of Norway. On completion of the deal, Hongkong Land will receive US\$343m in cash, leading to a write-back of about \$218m in the 1996 accounts.

Mr Simon Keswick, chairman, said the group's strategy was to focus on high quality property and infrastructure investments in Asia. He added that Hongkong Land expected higher net income from its property holdings this year.

In 1995, net income from

properties rose from \$414.8m to \$465.6m, and operating profits from \$395.5m in 1994 to \$445m. However, the losses from its Trafalgar stake - \$145.5m, compared with a profit of \$20.3m the previous year - hit the net figure.

Mr Keswick said open market office rents in Hong Kong continued to decline in 1995 from the high point reached in mid-1994. By the year-end they were about 35 per cent below the previous year's peak.

However, this downturn was offset by positive rent reviews during the year, with the result that average office rents rose from \$6.45 a sq ft a month in 1994 to \$7.75.

Capital values, however, were hit by the soft rental market. The value of the company's investment properties in Hong Kong at the end of the year was US\$7.57bn, down 17 per cent. Mr Keswick said capital values were expected to stabilise in 1996.

The group has sought to

diversify into infrastructure development. In particular, it is a member of the Tsing Yi container terminal consortium which has been granted the rights to build and operate two new container berths in Hong Kong.

A diplomatic dispute between the UK and China over the project appears to have been resolved, but construction of the terminal has been delayed as the Hong Kong port operators have struggled to reach agreement on reorganising their berths.

Reflecting the group's focus on Asia, Hongkong Land announced this month that it was taking a 40 per cent stake in US\$400m residential development project in the Philippines. The company said its office development project in Hanoi was letting well, after completion in October 1995.

Earnings per share fell from 13.94 cents in 1994 to 9.78 cents, but the dividend was maintained at 11.5 cents.

## Dairy Farm International hit by competition

By Louise Lucas in Hong Kong

Dairy Farm International, the food retailing arm of Singapore-listed Jardine Matheson, suffered a 36.8 per cent drop in net profits last year as fierce competition took its toll on earnings. Net profits fell from US\$213.8m in 1994 to \$135.2m last year.

Analysts, who have criticised the company for failing to take account of changed consumer needs, had largely anticipated the sharp decline. Kleinwort Benson estimates the company is unlikely to return to the 1994 level of

earnings in the next two years; for 1997, the brokerage is looking for net profits of \$180m.

Net earnings were dragged down by an exceptional charge of US\$36m in overstated profits in Franklins, Dairy Farm's wholly-owned Australian subsidiary - a processing error made during computer system upgrades. Net earnings in 1994, however, were lifted by a \$41.8m exceptional profit on the sale of a factory site.

Stripping out the exceptional items, earnings per share dipped a more modest 5.88 per cent, from 10.56 US cents to

9.93 cents. This slimmer decline in underlying business was highlighted by Mr Gordon Crosbie-Walsh of Schroder Securities Asia.

He said the company was "very concerned about market share in places like Australia and Spain, where they have gone through major restructurings. They are also expanding aggressively, for example with 7-Elevens in China. I think they have finally got the strategy right."

Franklins returned to profit at the end of last year after a restructuring that included greater emphasis on fresh

produce. Sales increased at Simago, the Spanish chain which has been losing-making since Dairy Farm acquired it in May 1990, but trading results were hampered by the cost of store revamps and a \$8m provision against properties.

Last year capital expenditure rose to \$247m, and a further \$300m has been earmarked for 1996. Dairy Farm is upgrading its information technology, distribution and logistics systems while improving store formats, operations and product ranges.

The company is holding its annual dividend at 6 cents.

This announcement appears as a matter of record only

February 1996



ISK 1,788,000,000, USD 9,564,750, GBP 4,472,113, FRF 41,557,974 and DEM 18,314,097

## CONSTRUCTION LOAN FACILITY

for the purpose of financing the construction of Hvalfjörður Tunnel, a 5.8 kilometre long toll road tunnel in Iceland

Contractor

Fossvirkir sf, a joint venture of Skanska International Civil Engineering AB, Pihl &amp; Son A/S and ISTAK hf.

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Facility Agent Enskilda



## Year-end Report 1995

| SCA in brief, SEK M                                     | 1995   | 1994   |
|---|--------|--------|
| Net sales   | 65,317 | 33,676 |
| Earnings after financial net                            | 5,731  | 1,060  |
| Net earnings after tax                                  | 3,464  | 555    |
| Earnings per share                                      |        |        |
| after tax, SEK  | 17.55  | 2.94   |
| Cash earnings per share, SEK                            | 44.01  | 14.06  |
| Dividend, proposed, SEK                                 | 4.75   | 3.75   |
| Cash flow from operations                               | 4,647  | 1,174  |
| Strategic capital expenditures and company acquisitions | 9,547  | 2,420  |
| Cash flow before dividend                               | -3,673 | 504    |
| Shareholders' equity                                    |        |        |
| incl minority interest                                  | 25,517 | 20,443 |
| Debt/equity ratio, times                                | 0.69   | 0.52   |
| Number of employees, average                            | 34,859 | 24,152 |

Copies of the Year-end Report are available at D.F. King (Europe) Ltd, Royex House, Aldermanbury Square, London EC2V 7HR, Great Britain. Telephone +44 171-600 5005.

SVENSKA CELLULOSA AKTIEBOLAGET SCA (publ)  
Box 7827, S-103 97 STOCKHOLM, Sweden

## LLOYDS INTERNATIONAL LIQUIDITY SICAV

1, rue Schiller  
L-2519 Luxembourg  
R.C. Luxembourg No. B 29813

## NOTICE

is hereby given to the Shareholders that the Annual General Meeting of Shareholders of LLOYDS INTERNATIONAL LIQUIDITY SICAV will be held at the registered office, in Luxembourg, 1 rue Schiller, on 16 April 1996 at 10.30 am with the following agenda:

1. Submission of the reports of the Board of Directors and of the Authorised Independent Auditor;
  2. Approval of the annual accounts as at 31 October 1995 and allocation of the net results;
  3. Discharge to the Authorised Independent Auditor for the financial period ended 31 October 1995;
  4. Election of the Authorised Independent Auditor for the new financial year;
  5. Acknowledgement of the resignations of Mr R.G. Keller and Mr S. Shihyama from the Board of Directors;
  6. Election of Mr M.T. Peake as a new Director;
  7. To transact such other business as may properly come before the Meeting.
- Resolutions on the agenda of the Annual General Meeting will require no quorum and will be passed by the majority of the votes expressed by the Shareholders present or represented at the Meeting.
- By order of the Board of Directors

## THE STARS PROGRAMME

STARS 1 PLC  
\$475,000,000 Class A Floating Rate  
Mortgage Backed Securities 2029

Notice is hereby given that the Rate of Interest has been fixed at 6.475% and that the interest payable on the relevant Interest Payment Date June 27, 1996 against Coupon No. 22 in respect of £10,000 nominal of the Notes will be £115.40.

March 28, 1996, London  
By: Citibank, N.A. (Issuer Services), Agent Bank: CITIBANK

## Residential Property Securities No. 2 PLC

(Incorporated in England and Wales with limited liability under Registered Number 225201)

£200,000,000  
Mortgage Backed Floating Rate Notes 2018  
issued on 27th July, 1988 (the "Notes")

## Notice of Early Redemption

Residential Property Securities No. 2 PLC hereby irrevocably gives notice to:

- (i) Royal Exchange Trust Company Limited of 155 Bishopsgate, London EC2M 3TG, in its capacity as trustee of the Notes; and
  - (ii) the holders of the Notes,
- that, in accordance with Condition 5(c) of the Notes, Residential Property Securities No. 2 PLC will redeem at their principal amount all of the Notes which are currently outstanding on 30th April, 1996 (the "Redemption Date"), being the next Interest Payment Date under the Notes.
- Payments of principal will be made on or after the Redemption Date, against surrender of the Notes together with all unsecured Coupons and Talons, at the office of:-

S.G. Warburg & Co. Ltd.  
2 Finsbury Avenue, London EC2M 2PP

or one of the other paying agents named on the Notes.

Coupon No. 31 maturing on 30th April, 1996 should be presented for payment in the usual manner in respect of the interest payment due on that day but otherwise interest will cease to accrue on the Notes from the Redemption Date. Unsecured Coupons shall become void and no payment shall be made in respect thereof.

Notes and unsecured Coupons will become void unless presented for payment in the case of Notes, within a period of ten years from the Redemption Date, and, in the case of unsecured Coupons, within a period of five years from the first due date for payment thereof.

Authorised by the Board on behalf of  
RESIDENTIAL PROPERTY SECURITIES NO. 2 PLC

28th March, 1996

COMPANIES AND FINANCE: THE AMERICAS

# Morgan Stanley up sharply in first term

By Maggie Urry in New York

Morgan Stanley Group continued the strong trend of earnings from US investment banks, announcing first quarter net income of \$273m, compared with \$187m in the previous quarter.

After changing its year-end to November, the first quarter ran to February 28. Net income in the quarter to end-January 1996 was \$39m, although that was a period when Wall Street firms were still reeling from the collapse in the bond market in 1994.

The firm also said it had spent \$350m buying its own shares in the quarter, after buying \$103m-worth in the whole 1995 financial year. It added \$150m to the amount of stock it is authorised to repurchase, taking the total to \$418m.

Morgan Stanley shares jumped 1% to \$52 in morning trading. Mr Philip Duff, chief financial officer, said the stock buy-back reflected a decision to be "a lot more aggressive in managing the capital structure" to put pressure on activities with a lower return on capital.

That bodes well for the other Wall Street firms which have calendar years, and are due to report their first quarter earnings later next month. However, some analysts fear the stock market's volatility in March could adversely affect activity for investment banks.

# Grupo Carso in Brazilian telecoms acquisition

By Leslie Crawford in Mexico City

Grupo Carso, the Mexican conglomerate run by Mr Carlos Slim, is poised to make its first investment outside Mexico with the acquisition of a wireless telephone company in Brazil.

## NEWS DIGEST

### Acquisitions help lift TCI revenues

Tele-Communications Inc (TCI), the largest US cable TV operator, increased cash flow by 5 per cent to \$483m in the fourth quarter, on revenues lifted 26 per cent by acquisitions to \$1.9bn. There was a net loss of \$79m for the quarter, compared with a \$12m deficit in 1994, and a loss of \$171m for the year, against a \$82m profit.

# Inco takes a shine to Diamond Fields

Mr Michael Sopko has recently amused colleagues at Inco's head office in Toronto by recalling his barracuda-fishing exploits when he was a geologist in Guatemala in the 1970s.

Mr Sopko, who is now the nickel producer's chairman and chief executive, has described hauling the ocean predators over the side of the boat, knocking the daylight out of them with a club, and then returning a while later to discover that the wily fish had slipped overboard.

Neither Diamond Fields nor Falconbridge, which is controlled by Noranda, the Toronto-based resources group, has responded to Inco's counter-offer. Diamond Fields said yesterday that it would review the offer and respond "accordingly".

Mr Sopko said yesterday that if Inco won the battle for Voisey's Bay, it might be willing to sell up to 25 per cent in the deposit to Falconbridge.

investment in Voisey's Bay. The old shares would be cancelled. Nonetheless, Inco shares fell C\$3.75 to C\$43.82 early yesterday afternoon on the Toronto stock exchange.



Michael Sopko (left): rebuilding bridges with Robert Friedland

THIS ANNOUNCEMENT APPEARS AS MATTER OF RECORD ONLY.

**RUSSIAN 6 MONTH TREASURY BILLS (GKO)**

RUR 6,034,444,000,000  
Nominal value

Invested amount equivalent to:  
US\$ 935,000,000

Placed with International Investors

since launch of the first Euro-GKO Program on February 7, 1996 by



**COMMERCIAL BANK EVROFINANCE, Moscow**

Acting as authorised Primary Dealer

Arranged by

**Banque Commerciale pour l'Europe du Nord - EUROBANK, Paris**

Legal Advisers CLIFFORD CHANCE, Paris and Moscow  
Tax Advisers COOPERS AND LYBRAND, Moscow

**BCEN-EUROBANK** Paris

**COMMERCIAL BANK EVROFINANCE** Moscow

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY.

**RUSSIAN ROUBLE / US DOLLAR FORWARD FOREIGN EXCHANGE CONTRACTS**


US\$ 1,036,000,000

Arranged for International Investors in connection with their purchases of Russian Treasury Bills (GKO)

by

**Banque Commerciale pour l'Europe du Nord - EUROBANK, Paris**

since launch of the first Euro GKO Program on February 7, 1996



1921 **B** 1996

**BCEN-EUROBANK**  
75<sup>e</sup> ANNIVERSAIRE

## COMPANIES AND FINANCE: UK

# Pilkington to take £155m charge for cuts

By Stefan Wagstyl,  
Industrial Editor

Pilkington, the glass making group, yesterday announced 1,900 job cuts, mainly in continental Europe and North America, in a wide-ranging restructuring which will cost £155m (£237m) in exceptional charges. The company also warned that profits for the year to the end of March would be hit by the month-long strike at General Motors, the US car-maker, which forced shut-downs at Pilkington's North American plants.

Pilkington said profits would be "marginally below current market expectations". The shares closed down 8p

at 198 1/2p.

Mr Roger Leverton, chief executive, said the cost cuts announced yesterday were a continuation of the restructuring he launched when he took over in 1992.

The UK operations, where the payroll has been severely cut in previous years, are expected to lose fewer than 200 jobs. The company declined to give detailed figures in advance of discussions with trade unions. However, it said that 600 of the 1,900 jobs had already gone.

Before the latest reductions, the group employed 37,000. The jobs in Europe are being cut as a result of the integration of STV, the Italian auto glass-

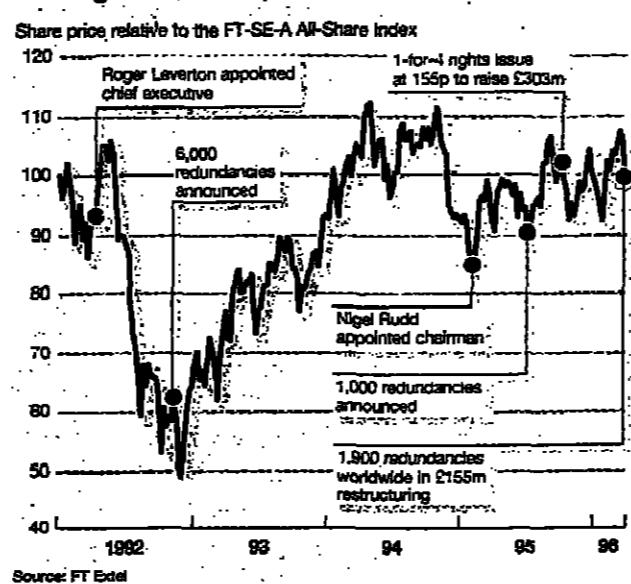
maker, of which Pilkington took full control in November.

The company is also reducing its German construction glass business because of a sharp decline in the building market. In North America, the job cuts are falling on its auto glass operations in order to concentrate output on the most efficient plants.

The programme will cost £85m in asset write-downs and £70m in redundancy payments.

The company's profits would also be hit by the severe winter in Europe, which had affected the construction industry. City analysts were yesterday paring back their profits forecasts. They now expect an increase from last year's £135m pre-tax

## Pilkington



Source: FT Data

to just over £200m, about £10m lower than previous predictions. For 1996-97, analysts expect to see about £275m rather than earlier targets of over £300m.

# Calpers to promote power for investors

By William Lewis

Calpers, the largest public pension fund in the US, will today call for institutions in the UK to set up a corporate governance institute to improve management at underperforming companies.

Mr Chuck Valdes, chairman of the investment committee at the California Public Employees' Retirement System, wants funds investing in the UK to join together and establish an organisation of institutional investors.

Mr Valdes will argue in a speech today that institutions would be able to link together through such a council to bring about change at underperforming companies.

"I want institutional investors to organise in the UK, to see if they can come together and start corporate governance activity."

If successful, Calpers hopes for similar corporate governance institutes to be established in France and Germany, and possibly Japan. The pension fund plans so-called corporate governance programmes to improve the value of its holdings in all four markets.

In the US, the Council of Institutional Investors, which speaks for pension funds with more than \$800bn (£526bn) under management, including Calpers, has in the last few years published a list of underperforming companies.

# Caradon restructures in response to falling markets

By Andrew Taylor,  
Construction Correspondent

Pre-tax profits at Caradon, one of Britain's biggest building materials producers, fell 43 per cent last year to £134.5m (£175m) as it launched restructuring in the face of sharply declining markets in the UK, US and Germany.

Some 1,630 jobs have been axed, or are to go, from a workforce of 26,000. About 1,000 jobs have already gone from the UK, where the group has been

hit hard by the housing market decline.

Without restructuring costs of £32.1m and losses of £5.2m on disposals, pre-tax profits would have fallen 25 per cent.

Mr Peter Jansen, group chief executive, warned it was expecting difficult trading in the first half of this year but said there was some "light at the end of the tunnel".

The reorganisation would reduce annual costs by £50m. US markets for windows and doors were also expected to

advance following a management reorganisation and improvements to customer services. US sales exceeded those of last year for the first time in March, said Mr Jansen. There were also signs that the UK housing market was reviving which could lift sales in the second half.

However, Germany remained a problem with radiator and door and window sales likely to fall again with the country's housing market still in retreat.

# Bullish BET fails to spark share price

By Tim Burt and Geoff Dyer

A bullish presentation to institutional investors in BET yesterday failed to ignite the share price of the business services group which is faced with a £1.6bn (£2.75bn) hostile bid from Rentokil.

Mr John Clark, BET's chief executive, in his first meeting with institutions, claimed that Rentokil's offer seriously undervalued the group's growth potential.

Shares in BET, however, rose by a only modest 1p to 203p compared to Rentokil's

cash and paper offer of 200p.

Mr Clark said BET would deliver far greater shareholder value by remaining independent. He claimed the offer was derisory given the 28 per cent growth in pre-tax profits forecast for this year.

The 30 institutions present, which represent about 35 per cent of the group's equity base, were told BET was enjoying strong growth in six product areas: electronic security, textile services, education and training, plant services, leisure services, and distribution.

# Kingfisher seeks £20m cuts in DIY

By Peggy Hollinger

Kingfisher, the high street retailer, yesterday pledged to get to grips with operational problems at its ailing B&Q home improvements business as it reported a 2 per cent rise in underlying pre-tax profits for 1996.

Sir Geoffrey Mulcahy, chief executive, said Kingfisher intended to find annual cost savings of about £20m (£31m) at B&Q, which has suffered from a downturn in the DIY market and from a poor operational performance.

He admitted that Kingfisher had failed to tackle problems which had emerged over the past 12 months. "B&Q's performance, even allowing for the difficult market and overcapacity in the sector, was disappointing," he said. "In the current year we have got to see a very significant improvement in our operation of B&Q."

The group has also decided to rein in its ambitious expansion programme for the larger format Warehouse stores, opening just four this year instead of the planned nine, to

reduce investment costs.

The decision to scale back Warehouse had led to much speculation that B&Q's chief executive, Mr Jim Hodgkinson, would leave the company just 18 months after returning to Kingfisher from Home Depot.

He was closely linked with the Warehouse format, which is aimed at both trade and retail consumers. However, yesterday, it was clear that Mr Hodgkinson would remain to oversee the recovery programme.

Elsewhere, Sir Geoffrey was upbeat about the group's prospects for the current year. Like-for-like sales throughout the group were running almost 7 per cent ahead of last year. "I am confident the business is in a lot better shape than it was 12 months ago," he said.

Kingfisher delivered profit improvements at Woolworths, Comet, Darty and Superdrug. Comet, the electrical goods retailer, returned to the black with a profit of £3.1m, against last year's loss of £2m.

## RESULTS

| Company             | Turnover (£m)    | Pre-tax profit (£m) | EPS (p)         | Current dividend (p) | Date of payment | Dividends Corresponding dividend | Total for year | Total last year |
|---------------------|------------------|---------------------|-----------------|----------------------|-----------------|----------------------------------|----------------|-----------------|
| Asda Property       | 32.8 (27.1)      | 8.92 (8.31)         | 6.5 (6.7)       | 1.8                  | July 1          | 1.85                             | 2.6            | 2.4             |
| Anglo               | 3,401 (2,970)    | 33.6 (20.1)         | 2.87 (1.6)      | nil                  | nil             | nil                              | nil            | nil             |
| Barratt Devs        | 5 mths to Dec 31 | 277.2 (248.1)       | 18.1 (16.1)     | 2.75                 | May 24          | 2.5                              | 2.5            | 2.5             |
| Bovis Lend Lease    | 470.4 (417.6)    | 77.5 (69.9)         | 23 (19.87)      | 6.5                  | July 1          | 6.29                             | 9.5            | 8.25            |
| Brake Bros          | 488.3 (402.2)    | 27.1 (23.5)         | 37 (28.3)       | 6.8                  | July 1          | 5.82                             | 9.5            | 8.12            |
| Brighton-Dandry     | 5 mths to Feb 3  | 15.1 (13.1)         | 0.427 (0.35)    | 2.73 (2.03)          | 1.6             | May 10                           | 1.38           | 3.6             |
| British Filings     | Yr to Dec 31     | 75.3 (74.7)         | 3.119 (3.119)   | 7.25 (8.19)          | 2.4             | May 29                           | 2              | 3.0             |
| Calsonic-Robey      | Yr to Dec 31     | 17.6 (17.8)         | 1.028 (0.882)   | 16.5 (11.1)          | 2               | July 8                           | 1              | 2               |
| Caradon             | Yr to Dec 31     | 2,084 (1,990)       | 114.34 (101.2)  | 9.2 (19.9)           | 6.6             | June 5                           | 6.5            | 9.5             |
| Cooper (Frederick)  | 6 mths to Jan 31 | 47.7 (42.5)         | 2.744 (2.44)    | 0.8 (4.8)            | 0.85            | July 1                           | 0.8            | 2.7             |
| Croda Int'l         | Yr to Dec 31     | 456.8 (423)         | 25.36 (23.8)    | 10.3 (22.9)          | 6.1             | July 1                           | 5.8            | 9.35            |
| Crown Products      | 6 mths to Dec 31 | 5.63 (2.95)         | 0.021 (0.278)   | 0.11 (2.8)           | 2.74            | May 28                           | -              | 3.86            |
| Debonrich           | Yr to Dec 31     | 130.2 (86.5)        | 6.06 (3.73)     | 12.6 (8.7)           | 2.74            | May 28                           | -              | 3.86            |
| Eys (Windle)        | Yr to Dec 31     | 10.3 (10)           | 0.588 (0.408)   | 40.2 (22.1)          | 30*             | June 14                          | 16             | 32              |
| Evans               | Yr to Dec 31     | 68.2 (61.5)         | 5.06 (6.18)     | 15.5 (18)            | 6               | July 8                           | 6              | 8.9             |
| EW Fast             | Yr to Dec 31     | 10.3 (8.5)          | 0.959 (0.21)    | 3.71 (7.31)          | 0.75            | June 4                           | 2.98           | 0.75            |
| File Induser        | Yr to Dec 31     | 39.3 (35.6)         | 1.45 (1.02)     | 7.2 (6.18)           | 2.3             | May 8                            | 2.25           | 3.3             |
| Fitch               | Yr to Dec 31     | 16.4 (13.8)         | 1.53 (1.02)     | 2.8 (1.1)            | nil             | nil                              | nil            | nil             |
| Grampian Hldgs      | Yr to Dec 31     | 146.9 (138.1)       | 10.5 (8.51)     | 10.43 (8.73)         | 4.3             | May 28                           | 4.05           | 6.1             |
| Graystone           | 6 mths to Dec 31 | 45.6 (22)           | 4.544 (2.88)    | 0.831 (0.64)         | 0.21            | June 21                          | 0.18           | 0.2             |
| Hay (Norman)        | Yr to Dec 31     | 8.52 (7.36)         | 0.05 (0.27)     | 0.6 (1.6)            | nil             | nil                              | nil            | nil             |
| Headstart           | Yr to Dec 31     | 41.2 (41.2)         | 7.85 (8.38)     | 9.21 (8.6)           | 3.3             | May 14                           | 3              | 4.95            |
| Higgs & Hill        | Yr to Dec 31     | 352.1 (288.2)       | 7.511 (6.13)    | 11.81 (7.15)         | 1.5             | June 5                           | 1.5            | 2.5             |
| Independent News    | Yr to Dec 29     | 367.9 (271.4)       | 50*             | 25.16 (20)           | 6.5             | June 26                          | 5.5            | 10              |
| Johnston Press      | Yr to Dec 31     | 102.4 (95.3)        | 16.84 (14.7)    | 8.41 (7.4)           | 1.5             | May 15                           | 1.32           | 2.25            |
| Kingfisher          | 53 wks to Feb 29 | 5,281 (4,588)       | 311.79 (242.28) | 34.4 (25.9)          | 11.7            | July 2                           | 10.8           | 18.2            |
| Management Bt & Gas | Yr to Dec 31     | 25.7 (25.7)         | 12.2 (7.64)     | 1.8 (1.12)           | -               | -                                | -              | -               |
| Nichols (Dimit)     | Yr to Dec 31     | 65.4 (56.3)         | 8.61 (8.07)     | 15.98 (15.13)        | 4.3             | May 20                           | 3.9            | 6.93            |
| Quicks              | Yr to Dec 31     | 328.5 (322.9)       | 4.59 (3.91)     | 12.5 (10.5)          | 3.75            | June 7                           | 3.25           | 6.25            |
| Russell (Alan)      | Yr to Dec 31     | 38.1 (38.2)         | 3.1 (3.02)      | 8.94 (8.78)          | 1.8             | May 15                           | 1.5            | 2.7             |
| Rutland Trust       | Yr to Dec 31     | 40.6 (11.1)         | 12.8 (8.33)     | 3.49 (2.3)           | 0.87            | May 24                           | 0.7            | 1.2             |
| Sherwood Group      | Yr to Dec 31     | 179.6 (168.1)       | 17.2 (15.1)     | 8.9 (7.8)            | 2.3             | July 22                          | 2.05           | 3.6             |
| Sherrin             | Yr to Dec 31     | 54 (43.6)           | 3.51 (2.5)      | 4.2 (3.89)           | 0.85*           | July 1                           | 0.73           | 1.15            |
| Therpe (PFI)        | 6 mths to Dec 31 | 10.8 (10.4)         | 1.2 (1.12)      | 6.25 (5.94)          | 1.33            | May 14                           | 1.25           | -               |
| Tibbett & Britten   | Yr to Dec 31     | 652.9 (464)         | 12.1 (26.9)     | 18.7 (42.8)          | 11.2            | May 31                           | 11.2           | 18.2            |
| TLS                 | Yr to Dec 31     | 40.5 (24.1)         | 4.15 (1.71)     | 7.91 (3.6)           | 1.85            | May 24                           | 1              | 2.7             |
| TransTec            | Yr to Dec 31     | 211 (185.2)         | 6.72 (12.4)     | 5 (11.4)             | 1.8             | July 8                           | 0.7            | 2.2             |

Investment Trusts

| Company            | NAV (p)          | Attributable Earnings (p) | EPS (p)       | Current dividend (p) | Date of payment | Corresponding dividend | Total for year | Total last year |
|--------------------|------------------|---------------------------|---------------|----------------------|-----------------|------------------------|----------------|-----------------|
| Essex Real         | 6 mths to Feb 29 | 17.07 (28.58)             | 0.362 (0.320) | 0.72 (0.64)          | 1.88            | May 31                 | 2.25           | 9.05            |
| FTI Japanese Small | 6 mths to Jan 31 | 102.2 (31.5)              | 0.023 (0.38)  | 0.4 (0.38)           | -               | -                      | -              | nil             |
| Murray Split       | 6 mths to Feb 29 | 225.6 (213.95)            | 0.418 (0.331) | 5.19 (4.14)          | 2.75            | +                      | 2.65           | 10.85           |

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. \*After exceptional charge. \*After exceptional credit. †In increased capital. ‡All stock. ††Comparatives for 18 months to June 30. †††Includes special of 14p. ††††Foreign currency. †††††Equivalent after allowing for scrip issue. \*Comparatives restated. †††††August 31. †††††Already announced; makes 5p to date. †††††Second interim; makes 1.2p to date.

This announcement appears as a matter of record only March 1996

**M**

**ED & FMAN GROUP plc**

**£ 120,000,000**  
Revolving Acceptance Credit Facility

Arrangers  
Bank Austria AG, London Branch  
Chase Investment Bank Limited

Senior Lead Managers  
Bank Austria AG, London Branch  
The Chase Manhattan Bank, N.A.

Managers  
Banca Commerciale Italiana S.p.A., London Branch  
Banca CRT S.p.A., London Branch  
Banca Bilbao Vizcaya S.A., London Branch  
Banque Indosuez  
Credit Agricole, London Branch  
Westdeutsche Landesbank Girozentrale, London Branch

Agent  
Bank Austria AG, London Branch

**Bank Austria**

**CHASE**

This announcement appears as a matter of record only March 1996

**M**

**ED & FMAN GROUP plc**

**US\$ 1,155,000,000**  
Revolving Credit Facility

Arrangers, Underwriters and Senior Lead Managers  
ABN AMRO Bank N.V.  
NationsBank  
Société Générale

Lead Managers  
The Bank of Tokyo, Ltd  
Bank of America NT&SA

Managers  
The Sakura Bank, Limited  
Banca Nazionale del Lavoro S.p.A., London Branch  
Bayerische Vereinsbank AG, London Branch  
The Dai-ichi Kangyo Bank, Limited  
The Fuji Bank, Limited  
ING Bank  
Midland Bank plc  
The Sumitomo Bank, Limited  
Westpac Banking Corporation

Facility Agent  
ABN AMRO Bank N.V.

US Agent (including Swingline)  
NationsBank

Chemical Bank  
Rabobank, London Branch

The Norinchukin Bank  
Barclays Bank PLC

Banca di Roma  
Gruppo Cassa di Risparmio di Roma

Banque Nationale de Paris p.l.c.  
The First National Bank of Chicago  
The Industrial Bank of Japan Trust Company  
Lloyds Bank Plc, Corporate & Institutional Banking, London  
Royal Bank of Canada  
SunTrust Banks, Inc.

**ABN-AMRO Bank** **CHEMICAL** **NationsBank** **Rabobank**

**LLOYDS INTERNATIONAL PORTFOLIO SICAV**  
1, rue Schiller  
L-2519 Luxembourg  
R.C. Luxembourg No. B 7.635

Notice is hereby given to the Shareholders that an Extraordinary General Meeting of Shareholders of LLOYDS INTERNATIONAL PORTFOLIO SICAV will be held at the registered office in Luxembourg, 1 rue Schiller, on 16 April 1996 at 11.00 am in order to modify the Articles of Incorporation as stated in the following agenda:

- Deferral of redemption**  
A new paragraph is added to the Article 14, after the 4th paragraph ("Shares of the capital stock of the Company redeemed by the Company shall be cancelled") as follows:  
"Without prejudice to the provisions of Article 22, if there fall to be redeemed (pursuant to requests for redemption or conversion) on any Dealing Day more than ten per cent of the number of Shares of the class concerned then in issue, the Directors may declare that certain redemptions will be deferred for a period from then until a Dealing Day (being not more than seven Dealing Days thereafter) and the Company shall not be bound to redeem any Shares of the class concerned before that Dealing Day. On that Dealing Day, requests for redemption or conversion which have been deferred (and not effectively withdrawn) shall be executed with priority over later requests. If a request is deferred pursuant to this paragraph, the relevant Dealing Day shall be the day on which such request is completed with and the request shall be deemed to have been received the business day preceding the Dealing Day."
- Change of payment value dates for subscriptions and redemptions**  
The 2nd paragraph of the Article 21 is modified as follows:  
"The redemption price shall be paid not later than three business days after the date on which the applicable net asset value was determined."  
The last sentence of the Article 24 is modified as follows:  
"The price so determined shall be payable not later than three business days after the date on which the application was accepted."

Resolutions on the agenda will require a quorum of one half of the outstanding shares and will be adopted if voted by a majority of two thirds of the shares present or represented.

By order of the Board of Directors

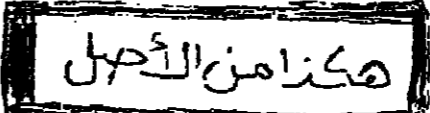
**LLOYDS INTERNATIONAL PORTFOLIO SICAV**  
1, rue Schiller  
L-2519 Luxembourg  
R.C. Luxembourg No. B 7.635

NOTICE  
is hereby given to the Shareholders that the Annual General Meeting of Shareholders of LLOYDS INTERNATIONAL PORTFOLIO SICAV will be held at the registered office, in Luxembourg, 1 rue Schiller, on 16 April 1996 at 11.30 am with the following agenda:

- Submission of the reports of the Board of Directors and of the Authorised Independent Auditor;
- Approval of the annual accounts as at 31 October 1995 and allocation of the net results;
- Discharge to the Authorised Independent Auditor for the financial period ended 31 October 1995;
- Election of the Authorised Independent Auditor for the new financial year;
- Acknowledgement of the resignations of Mr R.G. Keller and Mr S. Ushiyama, from the Board of Directors;
- Election of Mr M.T. Peake as a new Director;
- To transact such other business as may properly come before the Meeting.

Resolutions on the agenda of the Annual General Meeting will require no quorum and will be taken if voted by the majority of the votes expressed by the Shareholders present or represented at the Meeting.

By order of the Board of Directors



Gold market firm as Belgium sells more

By Kenneth Gooding, Mining Correspondent

Belgium's central bank yesterday revealed that it had sold 203 tonnes of gold...

was not overhauling the market. When it disclosed the sale of 175 tonnes of gold in April last year...

tion and which corresponds to the proportion of gold in the total reserves of the member states of the European Union.

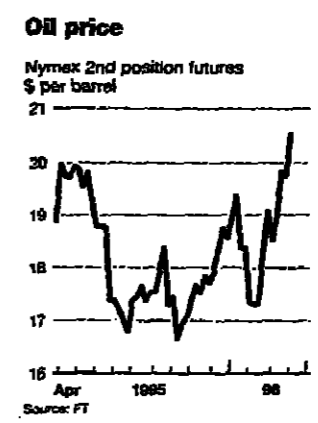
had said the gold had gone to another central bank - even if it refused to identify the counterparty - because this meant there was no impact on the physical market...

how central banks were becoming increasingly sophisticated in managing their gold reserves.

Oil's bull run falters as London traders take stock

By Robert Corzine

Oil prices eased somewhat in late London trading yesterday as traders and analysts took stock of the two week-old bull run in the markets.



taken back by the speed with which the rally materialised. The price of West Texas Intermediate, the US benchmark crude, has risen by about \$3.50 a barrel since March 11...

Russia seen shipping less primary aluminium but more products

By Kenneth Gooding

Exports of primary aluminium from Russia, which jumped from 123,000 tonnes in 1990 to 2.3m tonnes in 1994, will fall again over the next few years...

profile of the Russian aluminium industry. He points out that in the first half of last year Russian production of aluminium rolled stock increased by about 47 per cent...

Consequently, if the political situation in Russia remains fairly stable, MBR expects Russian domestic consumption of aluminium to rise by 7 to 12 per cent this year...

Nevertheless, the Russian semi-fabricating industry remains in crisis following a catastrophic fall of 90 to 95 per cent in defence orders.

Kaolin alum up

By Robert Gibbons in Montreal

Nova Scotia's deposits of kaolin clays are much more extensive than thought. Deposits identified by recent drilling cover 82 sq km up from 8 sq km estimated recently...

RTZ economist forecasts general easing in country's metals and minerals exports

By Kenneth Gooding

Exports of metals and minerals from Russia are more likely to ease back than to continue growing, says Mr Phillip Crowson, chief economist at RTZ/CRA...

and the elimination of bottlenecks for existing operations, plus the development of new mines. Above all, it will require heavy spending on transport...

has a strong comparative advantage against other potential Russian exports. Mr Crowson says: "Just as aluminium production, now mainly for export, is perhaps the only effective means of marketing Russian hydro-electric power...

efficient Russian plants might be, the capital costs have been sunk and the resources employed have no alternative economic use."

Tax blow hits Zimbabwe tobacco trade

By Tony Hawkins in Harare

A month before the start of the 1996 fire-cured tobacco auction sales, the Zimbabwe ministry of finance has imposed a 5 per cent turnover tax on tobacco sold on the floors.

The Zimbabwe Tobacco Association, which represents growers, has lobbied vigorously against the tax warning that it will deter future output and export growth...

their net returns, after accounting for fixed and variable production costs. The Malawi Tobacco Association has revealed that following the imposition of a similar 5 per cent tax in that country last year, average prices fell 17 per cent...

ing effects in the long term as well as in the immediate future. The tax has come too late to influence the production levels that will be reached this year as the 1996 crop is already being reaped and prepared for sale next month...

COMMODITIES PRICES

BASE METALS LONDON METAL EXCHANGE table with columns for price, change, high, low, volume.

Precious Metals continued table with columns for price, change, high, low, volume.

GRAINS AND OIL SEEDS table with columns for price, change, high, low, volume.

SOFTS table with columns for price, change, high, low, volume.

MEAT AND LIVESTOCK table with columns for price, change, high, low, volume.

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PRECIOUS METALS table with columns for price, change, high, low, volume.

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PRECIOUS METALS table with columns for price, change, high, low, volume.

JOTTER PAD table with columns for date, time, notes.

CROSSWORD No.9,030 Set by GRIFFIN crossword puzzle grid.

ACROSS and DOWN crossword clues and solutions.

Vertical text on the left margin, including 'Devs', 'Developments', 'competitive pressure', 'expansion plans', 'record is good', 'increase in volume', 'struggle to manage', 'ent acquisition', 'that level', 'ells its', 'ris', '90m', 'oda', 'ONAL', 'ONAL'.

INTERNATIONAL CAPITAL MARKETS

UK gilts lose post-auction gains

By Antonia Sharpe in London and Lisa Bransten in New York
UK gilts failed to hold on to the gains made on the back of yesterday's successful £30n auction of five-year stock. The auction was covered 2.64 times, above expectations...

in his view, the government should have minimised the impact on the curve of the £1.5bn of redemptions by issuing a larger amount of short-dated or index-linked gilts.
Currently, the differential between five-year and 30-year gilts stands at about 90 basis points but Mr Briscoe expected it to widen in coming weeks.

GOVERNMENT BONDS

Mr Briscoe was also concerned that the government's decision to issue short-term gilts at the yield curve in the new financial year would cause a steepening in the yield curve.
The market was broadly content with the government's funding remit for the 1996-97 year announced yesterday because it continued the reforms of recent years. In particular, plans to introduce dual auctions were welcomed.

Of the high-yielders, the Italian market was the most volatile. Nervousness about the lira and the health of Banco di Napoli, the troubled Neapolitan bank, caused June Italian government bond futures to fall as low as 107.72 before recovering to 108.83, up 0.88, in the afternoon.
The yield spread over Germany widened to 451 basis points but some bargain-hunting brought the spread back to about 413 points by late afternoon.

Bundesbank eases short-term issue stance

By Andrew Fisher in Frankfurt
agreed that European monetary union altered the situation. "We shall have to see how relaxed attitudes towards the government issue of short-term paper were welcomed in the German capital market yesterday.
After the central bank had rejected the idea of government issues of less than one year, Mr Johann Wilhelm Gaddum, its deputy president, this week held out an olive branch to those urging the move.

Those pressing the Bundesbank to drop its misgivings point to the planned introduction of the euro as the single currency. After Emu, countries with short-term paper, such as France, would have Treasury bills denominated in euros, while there would be no comparable German paper.
This point was made by Mr Ernst Welteke, president of the central bank for the states of Hesse (which contains Frankfurt) in November. He said the Bundesbank council, of which he is a member, should drop its opposition to short-term debt before ahead Emu, which is planned for 1999, to help strengthen Frankfurt's role as a financial centre.

Hungary to press for investment grade rating

By Richard Lapper
The Hungarian government, which this week will formally invite to join the Organisation for Economic Co-operation and Development, is to press its case for an investment grade credit rating from international agencies.
Mr György Surányi, president of the National Bank of Hungary, said market perceptions of Hungary's improved economic performance were already reflected in tighter spreads on its bonds trading in the secondary market.
In London to speak to investors, Mr Surányi said he was confident Hungary's ratings would be consistent with those of Moody's and Standard & Poor's and Moody's could be upgraded. Its current ratings of BB+ and Ba1 are the highest non-investment grades awarded by either agency.

Rabobank Nederland taps eurolira sector for L150bn

By Samer Iskander
Primary market activity was on hold yesterday, as most underlying government bonds traded quietly in anticipation of today's fortnightly meeting of the Bundesbank's council.
Italy was one of the most volatile markets, but that did not deter Rabobank Nederland from tapping the eurolira sector for L150bn with a three-year callable deal.
The paper was placed easily, said Credit Italiano, joint lead manager. Retail investors, usually reluctant to buy callable paper, seem to have found compensation in the 10.10 per cent coupon, the highest in lire this year.
Credit Italiano expects similar deals in the near future, and an increase in the amount of Rabobank's issue cannot be ruled out. The "defensive" structure, with a yield to call 50 basis points higher than that on one-year government paper, appeals to investors fearing volatility.
The European Investment Bank seized a swap opportunity, with a floating-rate pesetas to issue a two-tranche Pl13bn structured deal. The 10-year tranche, whose coupon is stepped-up after the third year if the issuer's call option is not exercised, was mainly pre-placed with institutional investors.
The five-year tranche's redemption price is linked to the Mibor money-market rate. Its structure was devised to fit the specific needs of a handful of Spanish investment portfolios.
Cetelem, the consumer loans arm of Compagnie Bancaire, tapped the French domestic market for FF72bn. The market was set at 12 years, where demand by insurance companies is still strong, making the issue an attractive alternative to KiW's recent eurofranc deal.
Cetelem offers a spread over OATs of 27 basis points with a rating of Aa3, while AAA-rated KiW pays only 7 basis points over OATs.
Synthetic managers reported very weak demand from non-residents, who have been avoiding the French franc market lately.

INTERNATIONAL BONDS

Swedish Export Credit tapped an existing euro-MTN programme for \$300m, via lead manager UBS. The two-year deal offers a spread of 5 basis points over Treasuries.
The Kingdom of Sweden, whose AA-foreign long-term rating was affirmed yesterday by the European rating agency IBCA, issued A\$100m of 8% per cent five-year paper. ABN-Amro Hoare Govett was lead manager.
Romania, after obtaining four ratings from international credit rating agencies earlier this month, announced plans to raise up to the equivalent of \$600m in the eurobond and Samurai markets.
Mr Daniel Delanuau, chief economist of the central bank, said he expects the Samurai issue to be larger than the eurobond, because he believes the Samurai sector will be easier to access. Both deals are scheduled for early in the second half of this year.
Israel has declared its intention to start tapping the eurobond market, up to \$200m should be raised this year, part of a programme that could reach \$750m in coming years.

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Fees, Spread, Book-runner. Includes rows for Eurozone US Dollars, D-MARKS, and AUSTRALIAN DOLLARS.

BENCHMARK GOVERNMENT BONDS table showing yields and prices for Australia, Austria, Belgium, Canada, Denmark, Germany, France, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, US Treasury, ECU (French Govt).

US INTEREST RATES table showing Treasury Bills and Bonds yields for 1995 and 1996 forecasts.

BOND FUTURES AND OPTIONS tables for various markets including France, Germany, and UK Gilts prices.

FT-ACTUARIES FIXED INTEREST INDICES table showing yields for various maturities from 5 to 30 years.

FT FIXED INTEREST INDICES table showing various fixed interest indices and yields.

FT/ISMA INTERNATIONAL BOND SERVICE table listing various international bonds and their characteristics.

FT ACTUARIES FIXED INTEREST INDICES table (continued) with more maturity data.

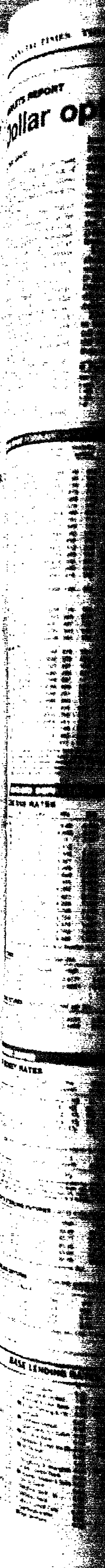
GILT EDGED ACTIVITY INDICES table showing activity in the UK gilts market.

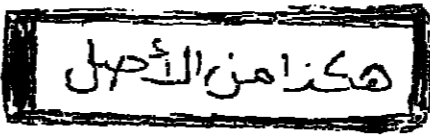
FT/ISMA INTERNATIONAL BOND SERVICE table (continued) with more bond listings.

UK GILTS PRICES table showing yields and prices for various UK government bonds.

Other Fixed Interest table listing yields for various international fixed interest instruments.

COMVERTIBLE BONDS table listing convertible bonds and their yields.





CURRENCIES AND MONEY

MARKETS REPORT

Dollar optimism returns to foreign exchanges

By Philip Gawth

There was a spring in the heel of markets yesterday as talk of a dollar rally resurfaced following weeks spent meandering in the doldrums.

There was no particular event or data release to point to, but the return of some volatility to the market increased speculation that the dollar would break out of its recent ranges, and the balance of evidence appears to favour a break up, rather than down.

Part of the reason for dollar optimism springs from the expectation that German interest rates will be cut before US rates are. But most economists believe the Bundesbank council will leave rates unchanged when it meets today.

The dollar finished in London at DM1.4875, from DM1.4765. Against the yen it closed at ¥106.74, from ¥106.945.

The D-Mark was generally weaker in Europe, pushed lower by the dollar rally. The French franc was the main winner, rallying to close at FF3412 against the D-Mark, a level not seen since January.

Even sterling was able to shake-off its meat-induced weakness to rally against the ailing D-Mark. It finished at DM2.5686, from DM2.5463. It slipped to \$1.5194 against the dollar, from \$1.5223.

Elsewhere, political tensions in South Africa saw the rand fall to a five week low against the dollar. It closed at R3.9828, from R3.942.

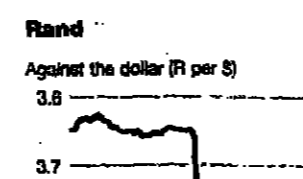
The pick-up in dollar volatility seen yesterday was taken by traders as a positive signal, given that in previous weeks it had been confined to very narrow ranges against all leading currencies.

Mr Tony Norfield, UK treasury economist at ABN AMRO in London, said: "It is a signal that pressure is building up for a big move."

Part of the explanation for increased price movement can be found in the options market. Many traders and investors have recently put in place trading strategies whose profitability depends on currencies continuing to trade within defined ranges. Once the exchange rate approaches these levels, the people who have either bought or sold options have to adopt hedging strategies in case these ranges are broken.

Inasmuch as there was a trigger for the options market, it came in the form of speeches by bank council members stressing that rate cuts remained on the agenda.

A further fillip to sentiment came from renewed discussion about future single currency arrangements in Europe. Mr Norfield said indications that France and Germany wanted to build an ERM Mark 2, linking "high-yielding" currencies to the core, to prevent them



Against the dollar (D per \$)

Source: FT Intel

devaluing, would probably boost these currencies at the D-Mark's expense.

Mr Paul Meggyesi, currency analyst at Deutsche Morgan Grenfell in London, said dollar bulls were again putting their heads above the parapet after a quiet few weeks. He said the positive sentiment, which has endured for some time, was being translated into active buying interest.

He said there had been evidence of market-positioning in anticipation of a cut in German interest. This was seen as being a low-risk trade, a question of when rather than if.

Mr Norfield predicted that the dollar could now rally to DM1.52, but Mr Meggyesi said he was sceptical whether it yet had the momentum to break DM1.50. He said this would probably require greater clarity on the US economic situation, or on the path of German interest.

Mr Meggyesi pointed out that the recent volatility in the

US treasury market was not conducive to holding the dollar.

The dollar's performance against the yen seems to be being driven in part by the strong performance of the Nikkei. This reduces the need for Japanese investors to repatriate money from abroad to bolster balance sheets, while the wealth effect it creates also encourages investors to place money offshore. This is especially so given that there does not appear to be any imminent likelihood of the wealth effect being countered by rising interest rates.

"The more the Nikkei rallies the greater the chance is that the dollar continues to push higher," said Mr Meggyesi.

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: Mar 27, Closing mid-point, Change on day, Bid/offer, Day's Mid high/low, One month, Three months, One year, Bank of England Index. Rows include Europe, Australia, New Zealand, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Mar 27, Closing mid-point, Change on day, Bid/offer, Day's Mid high/low, One month, Three months, One year, J.P. Morgan Index. Rows include Europe, Australia, New Zealand, etc.

OTHER CURRENCIES

Table with columns: Mar 27, Cash, 3m, 6m, 12m, 18m, 24m, 30m, 36m, 42m, 48m, 54m, 60m, 66m, 72m, 78m, 84m, 90m, 96m, 102m, 108m, 114m, 120m. Rows include Canada, Hong Kong, etc.

CROSS RATES AND DERIVATIVES

Table with columns: Mar 27, Bid, Offer, DM, L, P, N, S, F, C, S, S, Y, E, S. Rows include Belgium, Denmark, France, Germany, etc.

EMU EUROPEAN CURRENCY UNIT RATES

Table with columns: Mar 27, Eu. unit, Rate, Change, % v/w, % spread, Div. ind. Rows include Spain, Netherlands, Belgium, etc.

UK INTEREST RATES

Table with columns: Mar 27, Night, 7 days, One month, Three months, Six months, One year. Rows include Sterling, Starting CDs, Treasury Bills, etc.

BASE LENDING RATES

Table with columns: Bank, Rate, %.

NOTICE OF REDEMPTION AT THE OPTION OF HOLDERS

Fujitsu Limited 3.95 Per Cent Bonds 1997 (the Bonds). NOTICE IS HEREBY GIVEN that in accordance with the provision...

All the securities having been sold, this advertisement appears as a matter of record only.

DONG AH CONSTRUCTION INDUSTRIAL CO., LTD. (Incorporated with limited liability in the Republic of Korea) US\$ 70,000,000. 3,598,414 European Depositary Receipts Representing 1,799,207 Shares of Common Stock.

WORLD INTEREST RATES

Table with columns: MONEY RATES, March 27, Over night, One month, Three months, Six months, One year, Lomb. inter., Dis. rate, Repo rate. Rows include Belgium, France, Germany, etc.

EURO CURRENCY INTEREST RATES

Table with columns: Mar 27, 3m, 6m, 9m, 12m, 18m, 24m, 30m, 36m, 42m, 48m, 54m, 60m, 66m, 72m, 78m, 84m, 90m, 96m, 102m, 108m, 114m, 120m. Rows include Belgium, Denmark, etc.

THREE MONTH EURO CURRENCY FUTURES (LIFE) DM1m points of 100%

Table with columns: Mar 27, Open, Set price, Change, High, Low, Est. vol, Open Int. Rows include Jun, Sep, Dec.

THREE MONTH EURO CURRENCY FUTURES (LIFE) SF1m points of 100%

Table with columns: Mar 27, Open, Set price, Change, High, Low, Est. vol, Open Int. Rows include Jun, Sep, Dec.

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THREE MONTH EURO CURRENCY FUTURES (LIFE) SF1m points of 100%

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EURO CURRENCY OPTIONS (LIFE) DM1m points of 100%

Table with columns: Mar 27, Price, Jun, Sep, Dec, Jun, Sep, Dec. Rows include 9025, 9050, 9075.

EURO CURRENCY OPTIONS (LIFE) SF1m points of 100%

Table with columns: Mar 27, Price, Jun, Sep, Dec, Jun, Sep, Dec. Rows include 9025, 9050, 9075.

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FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda (SIB recognised) funds including Royal Bank of Canada US Fd Mgrs Ltd, ANZ Mgmt Co (Guernsey) Ltd, and others with columns for fund name, price, and change.

BERMUDA (REGULATED)\*\*

Table listing Bermuda (regulated) funds including ANZ Mgmt Co (Guernsey) Ltd, ANZ Mgmt Co (Guernsey) Ltd, and others with columns for fund name, price, and change.

GUERNSEY (SIB RECOGNISED)

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ROYAL BANK OF CANADA US FUND MANAGERS LTD

Table listing Royal Bank of Canada US Fund Managers Ltd funds including Royal Bank of Canada US Fd Mgrs Ltd, Royal Bank of Canada US Fd Mgrs Ltd, and others.

GUERNSEY (REGULATED)\*\*

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IRELAND (SIB RECOGNISED)

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IRELAND (REGULATED)\*\*

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Chemical Indent Fund Administrators Ltd

Table listing Chemical Indent Fund Administrators Ltd funds including Chemical Indent Fund Administrators Ltd, Chemical Indent Fund Administrators Ltd, and others.

ISLE OF MAN (REGULATED)\*\*

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ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man (SIB recognised) funds including ANZ Mgmt Co (Guernsey) Ltd, ANZ Mgmt Co (Guernsey) Ltd, and others with columns for fund name, price, and change.

John Goveat Management - Contd.

Table listing John Goveat Management - Contd. funds including John Goveat Management - Contd., John Goveat Management - Contd., and others.

ISLE OF MAN (REGULATED)\*\*

Table listing Isle of Man (regulated) funds including ANZ Mgmt Co (Guernsey) Ltd, ANZ Mgmt Co (Guernsey) Ltd, and others with columns for fund name, price, and change.

JERSEY (SIB RECOGNISED)

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Handwritten note: April 1996

OFFSHORE INSURANCE

FT MANAGED FUNDS SERVICE

Main table containing fund names, descriptions, and financial data. Includes sections for 'OFFSHORE INSURANCES' and 'OTHER OFFSHORE FUNDS'.

Vertical text on the left margin, likely containing contact information or additional fund details.

Vertical text on the right margin, likely containing contact information or additional fund details.

MANAGED FUNDS LISTED
Please see the notes below regarding the listing of funds. This section provides important information for investors regarding the data presented in the table.

LONDON STOCK EXCHANGE

MARKET REPORT

FT-SE Mid 250 sets new record as equities rally

By Steve Thompson, UK Stock Market Editor

An overwhelmingly successful debut for Orange, the cellular phones group, relief at the outcome of the 53bn gilt auction, and a rumour that a FT-SE 100 bid could arrive this morning, gave a much better feel to the UK stock market yesterday.

stocks, the FT-SE 100 index ended 11.5 points up at 3,672.4. The index had lost 46.1, or 1.2 per cent, over the previous two sessions, when gilt and shares were hurt by the mad cow disease controversy.

Footsie future, which has been evident over the past two weeks, had dissipated. The day began brightly, with Wall Street's overnight strength, which saw the Dow Jones Industrial Average up 27 points, prompting an early 7.9 rise in the Footsie.

reaching the day's best over the lunchtime period. A slightly disappointing performance by Wall Street during the late afternoon took the edge off the market.

Adding to the excitement in the market was a 542m share buyback by Iceland, the frozen foods group, a 500m rights issue from Barratt Developments, the housebuilder, and a host of important trading statements from leading companies.

Brilliant debut for Orange

Mobile phones group Orange made a strong start, but there was said to be steady US selling and much of the day's premium appeared to be driven by a technical shortage of stock.

Against a flotation price of 205p, the shares opened at around 245p. By the close, however, the stock stood at 237.5p, with turnover reaching 74m shares.

There was said to be a substantial two-way pull between those funds anxious to buy Orange shares ahead of probable Footsie inclusion at the next change for the index in June and institutions frustrated at the low level of allotment.

able to sustain "long term organic growth". A squeeze was recorded in Argos and the shares advanced 16% to 649.5p.

Kingfisher pleases There was no disguising the market's pleasure at preliminary figures from retailing group Kingfisher. The shares jumped 21 to 564p in busy trade of 6.7m.

Dealers were also cheered by a confident statement about current trading. Analysts upgrading current year profit forecasts yesterday included BZW, which raised its estimate by 5 per cent to 833m and shifted its recommendation from "hold" to "buy".

allegations that pharmaceuticals companies overcharged independent pharmacies. A newspaper report said investigators had subpoenaed internal documents from several of the companies and the investigation included Glaxo and Zeneca, as well as Ciba-Geigy, Hoechst and others.

Channel tunnel operator Eurotunnel trudged down to another new all-time low, on news that staff at its flagship Eurostar operations had voted for strike action ahead of the peak Easter holiday weekend.

Contract distributor Tibbett & Britten surged almost 20 per cent, adding 82 at 505p, after a held 1995 dividend and an upbeat statement on trading.

Transport put on 3 at 865p and Enterprise 19 at 442p. Food retailer Iceland Group was far the day's most heavily traded individual stock after the group bought back 27m shares at 156p a share. The deal was only announced at the start of the session and was carried out through ABN Amro Hoare Govett and Charterhouse Tilney.

The stock gave up early gains to close unchanged at 155p, on closing volume of 58m. Barclays firmed 4 to 729p, with Credit Lyonnais Laing raising its full-year forecast for 1997 by 200m to 2.55bn to reflect cost savings from job cuts. The broker has factored in 7,000 job losses over the next two years.

A fall of 33 to 312p in Tom Cobleigh, the East Midlands and Yorkshire pub retailer, was due mainly to a downgrading by Hoare Govett, the company's broker, of its profits forecast for the year.

nickel deposit in Canada's Labrador. Diamond Fields is already facing a C44bn offer from Falconbridge. United Utilities jumped 19 to 597p ahead of today's presentation by the company to analysts. United is to discuss the progress of its integration of Norweb. It is expected to announce provisions and job losses but enhanced earnings.

Calor, the bottled gas group, gained 8 to 371p ahead of figures for 1995. The company's Lushoff of Credit Lyonnais Laing is a buyer on the basis that the weather has been in the company's favour and the new management is getting the company into shape.

MARKET REPORTERS: Peter Joffe, Joel Kibzox, Jeffrey Brown, Lisa Wood.

FT-SE-A All-Share Index

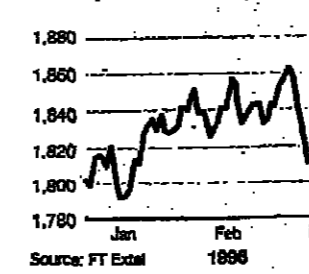


Table with 2 columns: Index Name and Value. FT-SE 100: 3672.4 (+11.5); FT-SE Mid 250: 4305.7 (+11.2); FT-SE-A 350: 1851.1 (+5.5); FT-SE-A All-Share: 1851.1 (+5.5); FT-SE-A All-Share yield: 3.84, 3.85.

Equity shares traded

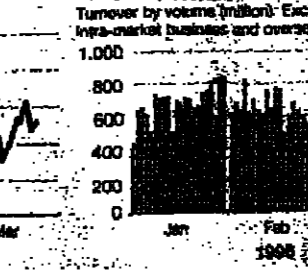


Table with 2 columns: Index Name and Value. FT Ordinary index: 2764.9; FT-SE-A Non Fin p/e: 16.06; FT-SE 100 P/E Jun: 3375.0; 10 yr Gilt yield: 6.13; Long gilt/equity yld ratio: 2.21.

FUTURES AND OPTIONS

Table with 2 columns: Index Name and Value. FT-SE 100 INDEX FUTURES (LFFB) £25 per full index point; FT-SE MID 250 INDEX FUTURES (LFFB) £10 per full index point; FT-SE 100 INDEX OPTION (LFFB) £37.1 £10 per full index point; EURO FT-SE FT-SE 100 INDEX OPTION (LFFB) £10 per full index point.

TRADING VOLUME

Table with 2 columns: Stock Name and Volume. Major Stocks Yesterday: AstraZeneca, BHP, British Airways, etc.

LONDON RECENT ISSUES: EQUITIES

Table with 4 columns: Issue Name, Price, Change, and Volume. Includes issues like AstraZeneca, BHP, British Airways, etc.

FT GOLD MINES INDEX

Table with 2 columns: Index Name and Value. Gold Mines Index: 2384.35 (+3.3); 2382.81 (1823.72); 1.38; 2520.73 (1722.95).

FT-SE Actuaries Share Indices

Table with 4 columns: Index Name, Day's change, Mar 25, Mar 22, and Total. Includes FT-SE 100, FT-SE Mid 250, FT-SE-A 350, FT-SE-A All-Share, FT-SE Actuaries All-Share, FT-SE Actuaries 350 Industry baskets.

The UK Series

Table with 4 columns: Index Name, Day's change, Mar 25, Mar 22, and Total. Includes FT-SE 100, FT-SE Mid 250, FT-SE-A 350, FT-SE-A All-Share, FT-SE Actuaries All-Share, FT-SE Actuaries 350 Industry baskets.

While you are talking to us about a successful future



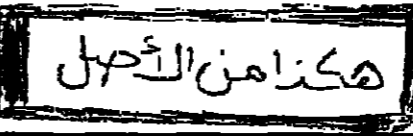
we let our performance in 1995 speak for itself.

Despite a slowdown in economic activity our business increased significantly in 1995. As a foundation for further growth and continuing success...

Table with 2 columns: Asset Type and Value. TOTAL ASSETS: DM 85.6 billion; LOAN VOLUME: DM 59.0 billion; EQUITY CAPITAL: DM 3.9 billion; BUSINESS VOLUME: DM 88.6 billion.



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WORLD STOCK MARKETS

Main table of world stock markets with columns for country, index name, and price/percentage change. Includes sections for EUROPE, ASIA, AMERICA, and others.

Rockwell supplies virtually every European car manufacturer with automotive components and systems. Includes Rockwell logo and contact information.

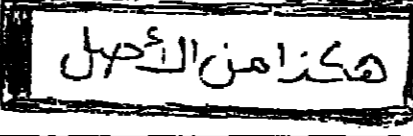
US INDICES section containing data for Dow Jones, S&P 500, and various market indices. Includes a table for 'NEW YORK - MOST ACTIVE STOCKS' and 'MONTREAL (Mar 27) Cdn S'.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, volume, and market indices. Includes columns for stock symbols, prices, and various market metrics.

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Continued on next page



NYSE COMPOSITE PRICES

NASDAQ NATIONAL MARKET

Table of NYSE Composite Prices. Columns include Stock, Div, P/E, High, Low, Close, Change. Rows are organized by sector: Chemicals, Consumer Goods, Electronics, Energy, Financials, Food & Beverage, Health Care, Industrials, Media, Metals, Pharmaceuticals, Retail, Services, Technology, Transportation, Utilities.

Table of NASDAQ National Market. Columns include Stock, Div, P/E, High, Low, Close, Change. Rows are organized by sector: Chemicals, Consumer Goods, Electronics, Energy, Financials, Food & Beverage, Health Care, Industrials, Media, Metals, Pharmaceuticals, Retail, Services, Technology, Transportation, Utilities.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices. Columns include Stock, Div, P/E, High, Low, Close, Change. Rows are organized by sector: Chemicals, Consumer Goods, Electronics, Energy, Financials, Food & Beverage, Health Care, Industrials, Media, Metals, Pharmaceuticals, Retail, Services, Technology, Transportation, Utilities.

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Table of AMEX Composite Prices (continued). Columns include Stock, Div, P/E, High, Low, Close, Change. Rows are organized by sector: Chemicals, Consumer Goods, Electronics, Energy, Financials, Food & Beverage, Health Care, Industrials, Media, Metals, Pharmaceuticals, Retail, Services, Technology, Transportation, Utilities.





FINANCIAL TIMES SURVEY

JAPANESE FINANCIAL MARKETS

Tentative hopes after a black year

The gloom is lifting slightly after a year marked by trouble on the Tokyo stock market, bank failures and plummeting land values, reports Gerard Baker

There is a palpable spring-time feeling in Tokyo's anxious financial markets that the worst might really have passed. No government official or commercial banker confesses publicly to such optimism, but the basis for it is evident. A gentle economic recovery appears to be stirring, helped by a falling yen and policy stimulus. The stock market has returned to a level seen only occasionally in the last few years and even Japan's blighted banks hint timidly that their worst quality problems may soon be over.

The caution is perhaps more understandable than the confidence. In the last few years there have been as many false dawns for Japan and its financial institutions as there have been changes of government. But there is at least one argument for concluding that Japan may have touched the bottom. While no-one expects a return to the bubble economy of the late 1980s, things could hardly get worse than in 1995. The last year has been truly the year of living dangerously for the country's financial institutions. The trauma for the banks began on a sultry morning last July. The stop-go economic recovery of the last few years had again appeared to collapse in the early summer because of the soaring yen and a bout of deflation. The stock market quickly fell to its lowest level in nearly three years at the beginning of July. Since the capital and profitability of

most Japanese financial institutions depend totally on the level of stock prices, confidence in banks began to slide. These new blows came as banks continued to struggle under the self-imposed burden of a mountainous pile of non-performing loans. Reckless lending to the property sector in the late 1980s was to blame - and the fall in land prices that precipitated the problem shows no sign of ending.

All this talk of renewed crisis made ordinary depositors nervous. The last straw was a series of national newspaper reports about potential insolvencies at one or two large deposit taking institutions. On the morning of July 30, the Japanese version of a run on a bank started at Cosmo credit union, the largest institution of its kind in Tokyo, when customers lined up outside branches to withdraw their money. By the end of the day ¥60bn had been removed and the company suspended operations.

Throughout the next month, depositors at other banks wondered who would be next and began shifting funds out of potential failures. On August 31 two banks went the same way as Cosmo. At Kizu credit union in Osaka, panic erupted as customers fought to withdraw cash. At Hyogo Bank, headquartered in nearby Kobe, the run was more controlled

but no less devastating. By the end of the day, both had gone under and Hyogo became the first listed bank in 50 years to fail.

As the authorities attempted to contain the crisis, within weeks another shock hit the system. Daiwa Bank, one of Japan's big city or commercial banks, revealed it had lost more than \$1bn as a result of probably illegal and certainly incompetent bond trading by a dealer in New York. To compound the error, the bank had known about the problems at least two months before it revealed them. Worse still, the finance ministry was forced to confess that it too had known about the loss six weeks before US authorities were told.

Japanese banks as a group found themselves under intense pressure. In international money markets, foreign banks raised the interest rate at which they were prepared to lend to them. The so-called Japan premium reached a high of 80 basis points in November, following the US authorities' decision to expel Daiwa.

On top of all this the government was still trying to forge some kind of agreement on how to end one of the largest headaches facing the financial system - the liquidation of the country's near-bankrupt housing loan companies. These had been founded by banks in the 1970s but had engaged in speculative



Relief at the dollar's slight recovery against the yen: a Bank of Tokyo customer uses an automatic dollar exchanger machine

lending in the 1980s property boom and by last year almost two-thirds of their total loan book was nonperforming. But there was disagreement on how to apportion the loans between their two main groups of creditors - the banks that had founded them and the country's farming co-operatives.

Against this background rumours spread about the health of several large financial institutions. Meanwhile the rest of the financial sector was also struggling to stay afloat. Life insurers watched as the value of their investments plummeted from a dual onslaught from the falling stock market and the rising yen. Stockbrokers' performance continued to languish. The maelstrom highlighted all that was wrong with Japanese financial institutions. Obsessed with size, over-dependent on tumbling asset prices and under-capitalised, they had always looked like superannated sumo-wrestlers.

Now the behaviour of Daiwa Bank and the finance ministry had revealed a systemic aversion to openness that hinted at perhaps even worse things beneath the faded exterior. The world watched warily as a long-feared meltdown seemed imminent. But it never came. For once, the Japanese authorities proved equal to the crisis. In a desperate effort to revive the economy and pump life into the financial system, the official discount rate was cut to an all-time low of 0.5 per cent. The government then launched its largest ever fiscal lifeline for the economy - ¥14,000bn - in public works projects. An

unprecedented wave of central bank intervention turned the tide against the yen, which by the end of the year had fallen by 20 per cent from its peak in the summer.

And, sure enough, in the midst of the turmoil, the economy really did begin to emerge from recession. In the last three months of 1995 output grew at an annualised rate of almost 4 per cent, the fastest for nearly five years. The stock market climbed rapidly. In the first quarter of this year, the recovery has continued, with equity prices now

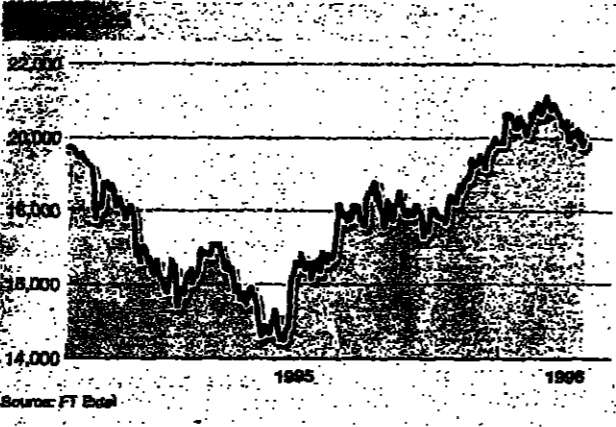
up by almost 50 per cent on last summer. The long-running wrangle over the housing loan companies' liquidation continues to threaten this sunny outlook, but even that looks unlikely to overshadow recovery. But have the banks and their confreres really escaped from their shackles? Low interest rates and an economic recovery will undoubtedly restore some balance to the banks' battered balance sheets. A rising stock market is helping to restore confidence to all financial institutions. Many other problems remain, but if the experience of similar problems in the US in the last decade is repeated, economic recovery should continue to lift them out of the mire. The danger in all this good news is obvious. Banks, brokers, life insurers, and especially the authorities have not yet addressed the real causes of the year's crises. Those causes have less to do with the day to day levels of stock prices and bad loans and more to do with the nature of the financial system itself. That system has long been characterised by a regulatory approach that has guided and nurtured its main participants, creating a culture inimical to responsible management. It has rewarded recklessness by underwriting banks' deposits. It has punished innovative risk management. The finance ministry's guiding role, invented for, and perhaps even well-suited to, an age of closed financial markets and scarce capital resources, is no longer appropriate for the modern Japanese economy. While economic recovery clears away much of the detritus left by the collapse of the bubble economy, the real problems may go unresolved. If that happens, Japan's financial institutions may spend many more years living dangerously.

IN THIS SURVEY

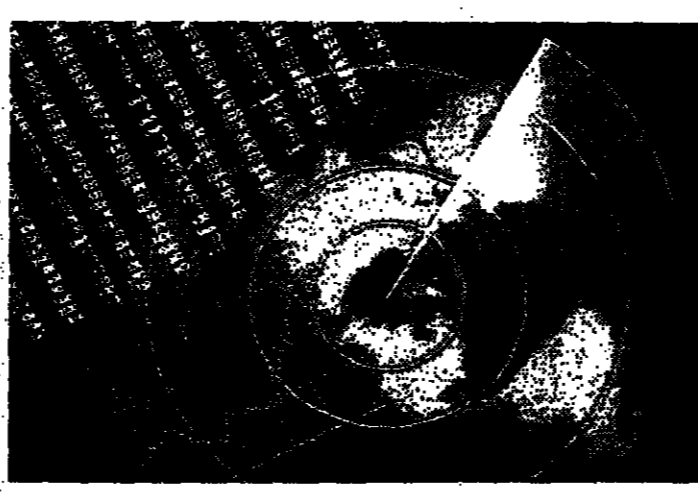
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3.1%

55.75 after reporting results late on Tuesday. JAPANESE's Amcol fell to \$52.82 in 12m shares on a one-for-two rights to raise some \$300m.traits Times Industrial slipped 15.11 to 2.99. LA LUMPER was weaker as investors profits ahead of the e of the Bank Nippon report. The composite fell 10.49 to 1.614. LINGTON saw Telecom reports at NZ\$650 after the's Telstra entered the market on Tuesday with the intention of taking 10 per cent of the New Zealand telecommunications market within three years. NZSE-40 index declined 2.13 to 62.



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2 JAPANESE FINANCIAL MARKETS

TOKYO STOCK EXCHANGE: by Emiko Terazono

# A haven for foreign investors

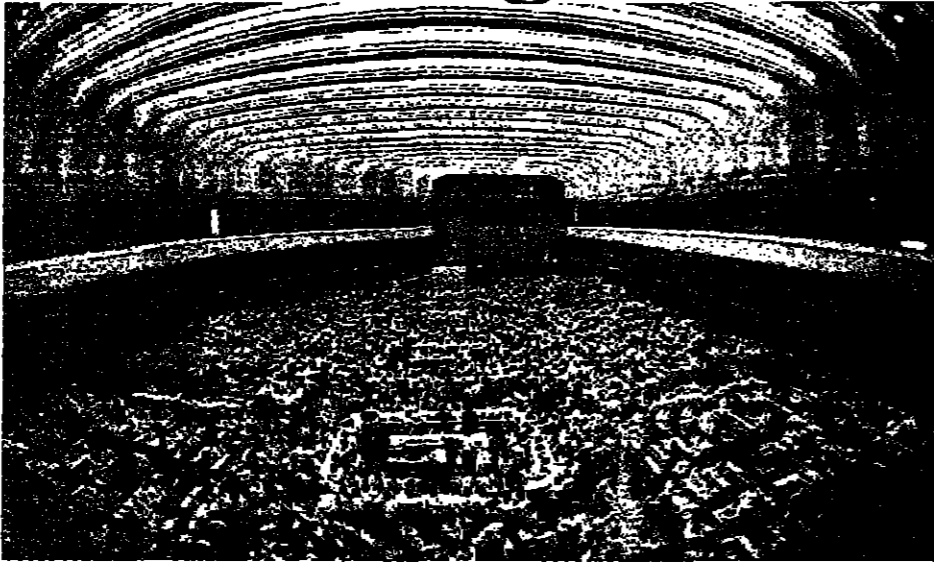
Foreign investors have been moving their funds from the US to Tokyo's calmer waters

The Tokyo stock market seems to have become the favourite playground for foreign investors. With interest rates likely to remain low in the medium term and volatility on the US stock market rising, foreign money has been flooding into the stock market.

Some investors have started to move their funds out of the US into Japan. During the first week of March, overseas fund managers bought a net ¥306.7bn of Japanese stocks, the largest weekly total in two years.

Buying by foreigners is not a new development, however. The Nikkei benchmark index managed to close last year 37 per cent up from its low in July thanks to active buying by US pension funds. A steady currency market also encouraged foreign investments and a net ¥3,486bn in overseas funds flowed into Japanese stocks last year while domestic investors sold a net ¥3,301bn.

Overseas investors may have further room to buy Japanese shares, say stock market analysts. US pension funds, for



Tokyo stock exchange trading floor: room for further expansion

instance, hold an average 22.6 per cent of their foreign stock portfolios in Japanese shares against a 49.9 per cent market weighting.

Fund managers are now asking how much of the corporate earnings recovery the stock prices have discounted. Some analysts point out that a further rise may be limited as share prices may have over-discounted an earnings increase and see the index moving sideways while corporate profits

|           | April 1995 | April 1992 |
|-----------|------------|------------|
| TOKYO     | 181.3      | 120.2      |
| LONDON    | 464.5      | 290.5      |
| NEW YORK  | 244.4      | 166.9      |
| SINGAPORE | 105.4      | 73.8       |
| HONG KONG | 90.2       | 60.3       |

Source: IFC for International Settlements

catch up. However, Mr Jason James, strategist at James Capel in Tokyo, reckons that share prices have yet to discount the 46 per cent rise in earnings per share for non-financial corporations' earnings per share next business year, and sees the Nikkei index rising to 24,000 by the end of the year.

Another question is when the domestic investors will return. In spite of the positive macro-economic environment with low interest rates, a low yen and a recovery in corporate profits, domestic investors

| Year          | Turnover |
|---------------|----------|
| 1988          | 1,021    |
| 1989          | 877      |
| 1990          | 484      |
| 1991          | 373      |
| 1992          | 265      |
| 1993          | 344      |
| 1994          | 328      |
| 1995 1st half | 298      |
| 1995 2nd half | 417      |

Notes: average turnover, TSE first section

have remained on the selling side during the first three months of the year. Banks, facing massive bad loan write-offs, have proceeded to sell their shares to cover their losses, while a decline in premium income has prompted insurance companies to do the same.

The ability of domestic corporate and financial investors to take investment risks in the new fiscal year seems limited. But a historical look at seasonal activity provides some encouragement for stock market investors.

"Domestic players have been net buyers of their market in the second quarter in four of the past five years," notes Mr

|      | Insurance companies | Banks  | Investment trusts | Individual corporations | Individuals | Foreigners |
|------|---------------------|--------|-------------------|-------------------------|-------------|------------|
| 1993 | -139                | 29,428 | -3,381            | -18,792                 | -11,472     | 10,113     |
| 1994 | -3,929              | 21,653 | -15,045           | -18,503                 | -20,331     | 36,157     |
| 1995 | -18,586             | -1,831 | -9,782            | -12,930                 | -2,500      | 35,782     |

Source: TSE

Peter Tasker, strategist at Kleinwort Benson in Tokyo. The exception was last year, when the Kobe earthquake and the Barings crisis hit the Tokyo markets. However, the stock market is likely to receive support from monetary authorities' efforts to keep interest rates from rising drastically and to provide support for the bond market.

Buying in the new year is expected to come from pension fund managers as deregulation of pension fund investments, which allow a greater portion of funds to be allocated to investment advisers, is likely to increase the amount of new funds flowing into the stock market. Corporate pension funds are dogged with an increasing funding gap, with shortfalls of between ¥20,000bn to ¥40,000bn, and are facing pressure to improve their returns.

Financial authorities are likely to maintain the current monetary policy intact because of the need for capital raising. Funding needs still remain strong and companies are starting to line up to tap the stock market for new funds. Equity linked funding announcements have already hit the market earlier this year, and fears of over-supply in the new business year starting in April could cap any market rally.

In January, Mitsubishi Motors announced the launch of a ¥100bn convertible bond issue while NTT Data, a data communications company, raised ¥97bn through the offer of 33,000 new shares, the first pure equity offering since 1990.

The revival of the economy has increased the need for funds for capital investments, while Japanese companies face a wave of bond redemptions from the equity-linked financial launch during the financial boom in the late 1990s. As a result of the stock market slump which followed, the conversion of warrant bonds and



Early morning interest at a trading counter

convertible bonds into equity has been slow and companies are dipping into the market for funds.

The country's banks, which are expected to continue to write off their bad loans, also seem set to dip into the market

for capital as the loss of earnings due to the write-offs is expected to result in a decline in their capital ratio requirements. Analysts expect the top 21 banks to raise some ¥3,000bn in preferred shares during the new business year starting April, which could affect their stock prices.

Share offerings of former state-owned companies by the ministry of finance could flood the market with supply. James Capel in Tokyo believes the government could offer some ¥500bn in shares of companies including Japan Tobacco, Nip-

pon Telegraph and Telephone and railway groups formerly belonging to Japan National Railways, which have been postponed over the past few years due to sluggish stock market conditions.

For example, the ministry is looking to offer 270,000 shares some time in the new business year in Japan Tobacco, which was listed in 1994. When the shares were floated, fewer than 60 per cent of the shares offered were picked up by investors, and the stock market subsequently plunged due to the over-supply.



Clearing up at the end of the day

THE BOND MARKET: by Emiko Terazono

# The worst may be over

Looser monetary controls are helping the bond market to retreat from the brink

While horror stories of the burst Japanese bond "bubble" have circulated in international financial markets, an early return to last year's record low levels looks increasingly unlikely.

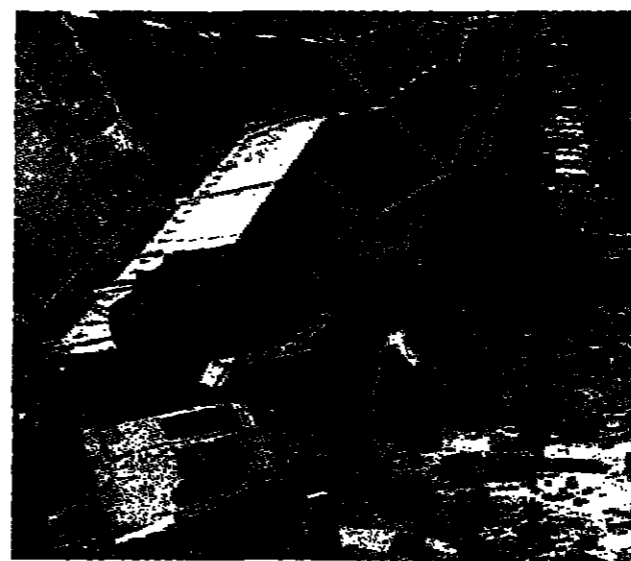
Sentiment towards the market has turned and the direction for long term interest rates is up rather than down. However, with continued weakness in the bank sector, a fragile economy, and low inflation, the Bank of Japan is expected to maintain its current stance of holding short term rates, namely overnight rates, below the discount rate currently at 0.5 per cent.

Thanks to the easy monetary stance of the central bank, the bond market seems to have taken recent negative news in its stride. Fears of an interest rate rise were spurred by Mr Wataru Kubo, finance minister, who suggested in February that low interest rates were hurting pensioners' incomes. While long term interest rates shot up to a six month high, the bond market seems to have regained its poise.

A look at the Bank's tankan, its quarterly business survey, released in March, provided some explanation for its steady monetary stance. The latest survey indicated that there was only a marginal and lower than expected improvement in confidence among large companies. The number of companies reporting excess inventories and supply increased, while conditions in the labour market remained weak with a growing number of companies reporting a labour surplus.

Although some economists argue that inflation seems to have bottomed out and economic data seem to support a stronger growth outlook, Sanwa Bank believes that the Bank of Japan will maintain its monetary policy intact at least until it releases the next tankan survey in June.

The survey to be conducted in May will also include forecasts for the next quarter, indicating the state of capital investment spending and labour conditions. The Bank may want to wait until the Lyon summit of leading seven industrialised countries in



The Kobe earthquake of January 1995: security is relative

June before it makes any decisions on a shift in monetary policy.

With an increase in imports also holding prices down, the upward pressure on bond yields is expected to be gradual. "Real long term yields in Japan have been fairly steady at around 3.5 per cent for the last decade," says James Capel in Tokyo, which forecasts the bond yield to rise gently, reaching 4 per cent by the end of 1997.

Seasonal factors, however, may depress the bond market in the near term. Regional governments are expected to issue a significant amount of bonds to offset a shortage of tax revenues. In the second quarter Credit Suisse in Tokyo expects some ¥6,000bn, up 20 per cent

from a year earlier, in regional bonds to be issued in private placements with about half of the amount to be issued in May.

With municipal governments also raising some ¥2,000bn, the focus in the near term will be the activity of buyers of regional bonds on the futures markets, and how their hedging activity will affect the underlying cash market.

Meanwhile, the country's financial authorities are trying to implement changes in order to make the bond market more efficient and liquid. Although the Japanese bond market is the second largest in the world, an arcane settlement system and illiquid short and medium term bond markets have been a barrier for active foreign par-

ticipation. The settlement period for bonds are expected to be shortened this year in line with the Eurobond market where transactions are settled three days after a deal. Settling government bond transactions currently takes seven to 11 business days after the actual deal since the trades are settled on the 5th, 10th, 15th, 20th, 25th and 30th of each month.

Financial authorities are also expected to launch a new repo market replacing the taishaku, or bond borrowing, market and the gensaki market, an over-the-counter repo market, currently used by market participants.

Due to the limited number of settlement dates, in a taishaku transaction a bond is likely to be returned before settlement. Hence a borrower simply paid the lender a fee rather than the whole value of the bond.

However, the Barings fiasco last year raised awareness of the risks involved in such transactions when Barings Securities, which had borrowed bonds from Japanese banks for a fee, collapsed. Although the banks eventually had their losses reimbursed, authorities and banks promptly started a review of the system following the debacle.

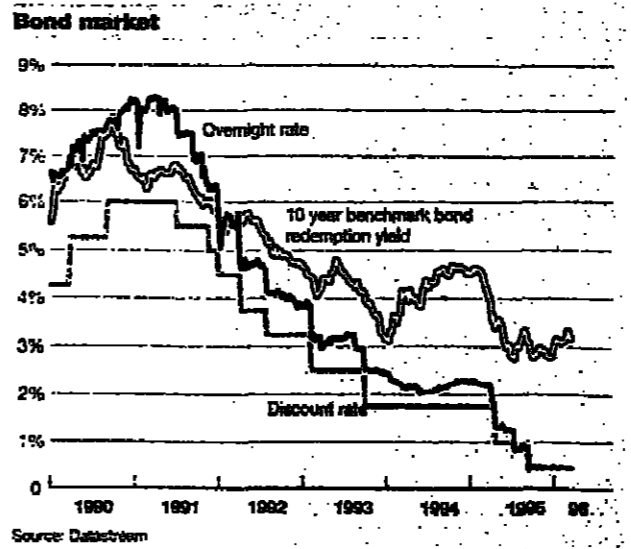
Transactions on the gensaki market, meanwhile, are subject to a securities transaction tax, which the seller of a bond - in this case both the borrower and the lender - is required to pay.

Mr Marshall Gittler at Merrill Lynch in Tokyo believes that the new repo market will be able to handle an estimated ¥210,000bn in outstanding government bonds, putting trading on the Japanese government bond market in line with world practices.

Financial authorities also recently launched a new five year government bond futures market.

The market offers investors a hedge against short term bonds, and comes at a time when an increasing number of companies are funding themselves through short term debt including two- to five-year straight bonds.

The new market is expected to increase the number of companies raising funds through short term corporate bonds and is also expected to allow more trading of short term cash government bonds which has been virtually non-existent.



Source: Datastream

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THE YEN IN ASIA: by William Dawkins

# A currency for business

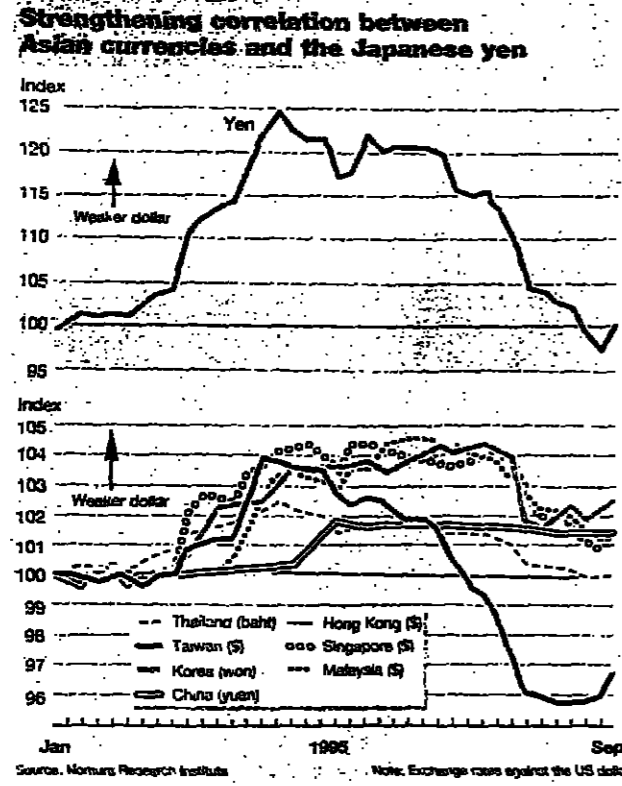
East Asian banks are losing their reserve about using the Japanese yen as a trading currency

The use of the yen in international transactions has increased markedly over the past year, pushed by hitherto unlikely supporters of the Japanese currency, east Asian central banks.

Until last spring's currency turmoil, when the yen shot up to a record ¥79.76 against the dollar, the Japanese currency was making steady progress as an international tender and carried much less weight in foreign exchange markets than warranted by Japan's economic power.

|             | Amount (\$bn) |      | As a % of all countries |      | As a % of GNP |      |
|-------------|---------------|------|-------------------------|------|---------------|------|
|             | 1988          | 1993 | 1988                    | 1993 | 1988          | 1993 |
| South Korea | 7.8           | 11.2 | 21.8                    | 32.0 | 7.4           | 3.4  |
| Indonesia   | 12.2          | 28.0 | 33.6                    | 40.7 | 15.9          | 20.6 |
| Malaysia    | 5.7           | 6.1  | 29.7                    | 37.6 | 22.0          | 9.9  |
| Philippines | 5.2           | 11.1 | 24.0                    | 38.3 | 17.7          | 20.1 |
| Thailand    | 6.0           | 13.6 | 40.8                    | 52.1 | 14.1          | 11.1 |
| China       | 8.5           | 14.8 | 51.4                    | 21.0 | 3.0           | 3.8  |

Note: Long-term debt only. Source: World Bank, World Debt Tables.



of the yen and - again for the first time - called for closer co-operation with other Asian monetary authorities.

Practical examples of closer co-ordination between Asian central banks has ensued, as shown by the recent accord between Japan, Singapore and Hong Kong, under which their central banks would intervene in currency markets on the Bank of Japan's behalf. Talk of an emerging yen bloc, to counterbalance the dollar and D-Mark blocs, has begun to assume a practical, rather than academic, significance.

So what has so suddenly changed to make the greater use of the yen more attractive to Japan as well as to its neighbours?

For years, the main beneficiaries of a more internationally tradable yen were Japan's manufacturers, with few allies elsewhere. The more Japanese exporters could invoice their foreign contracts in their own perennially volatile currency, the less currency risk they would have to assume. The limit was foreign customers' willingness to take the risk of paying in yen. That is why the proportion of Japan's exports invoiced in yen has grown barely 10 percentage points over the past decade, to nearly 36 per cent, while just under a quarter of imports are denominated in yen. US and German companies have for many years been able to invoice a much larger

exchange losses, the biggest Japanese institutional investors have started to build up their holdings of yen. Meanwhile, finance ministry officials have drawn the obvious moral - that Japan's self interest in a less volatile currency is stronger than it has ever been.

Another factor in the finance ministry's policy change is the belief that a move towards a yen bloc might help Tokyo regain some of its loss of competitiveness as an international financial centre. Many argue, on the other hand, that a more effective Tokyo capital market is a prerequisite, not a reward of a more widely traded yen.

Either way, the policy change has been made. It was enshrined in last April's Japanese currency stabilisation package, which stated that "from the standpoint of promoting the yen as an international currency and stabilising foreign exchange markets, Japan should work to establish close co-operative relations with the monetary authorities of other Asian countries".

The forces pushing other Asian monetary authorities towards greater use of the yen have been even deeper and are potentially more significant. Until recently, a strong yen suited Japan's Asian neighbours because it gave their own exports, pegged to the dollar, a competitive advantage. But as their economic growth has begun to accelerate, inflation has become a growing concern for south Asian policy makers. Their imports of high priced yen goods are growing even faster than their own



Tokyo money dealers at work: a yen bloc may be emerging

economies. Linking their currencies to a more stable yen would be one way of curbing imported inflation.

Japan's Asian neighbours also owe a debt to Japan, literally, to tie the yen more closely to their own currencies. Over the nine years to 1993, the foreign currency equivalent of the yen debts of South Korea, Indonesia, Malaysia, the Philippines, Thailand and China nearly doubled from a combined \$45.2bn to \$84.8bn. Every time a finance minister from one of those countries visits Tokyo, he is expected to ask for relief on rising yen interest payments, and he usually receives a polite refusal.

The solution, clearly, is for Japan's Asian debtors to increase the proportion of foreign reserves held in yen and

intervene in currency markets to reduce the volatility of their own currency against Japan's. Some have started to do so.

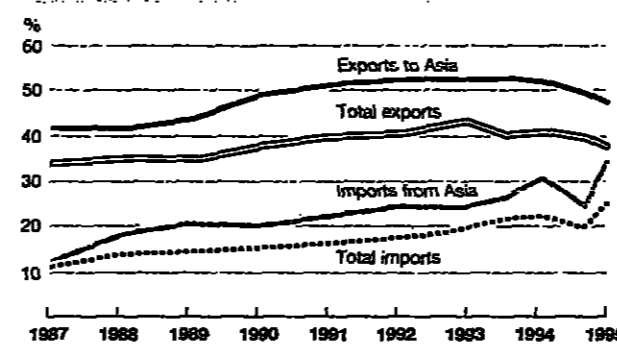
Early last year, the central banks of Malaysia and Thailand increased their yen holdings, followed by Singapore and South Korea. Those same countries at the same time allowed their currencies to appreciate sharply against the dollar during last spring's slide in the US currency. Dr CH Kwan, another Nomura economist, estimates that the weighting given to the yen in Asian central banks' currency baskets increased dramatically during that period.

In South Korea's case, the yen's weight more than tripled from an estimated 5 per cent in the first five months of last year to 17 per cent in the first

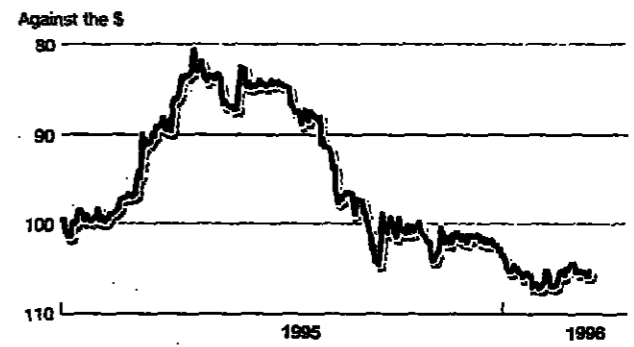
eight months. There is, however, one significant remaining barrier to the greater foreign use of the yen. The high costs and regulations involved in doing business on the Tokyo financial markets make it hard for foreign central banks and investors to buy the Japanese currency.

Bond issuance costs at two and a half times European levels, securities transaction taxes and a financial market judged in a recent survey by DMI consulting group to be little more sophisticated than Singapore continue to mar Tokyo's attractiveness to foreign investors. The most important sign of the Japanese government's commitment to a yen bloc will come when - or rather if - it accelerates the deregulation of the Tokyo capital market.

## Yen-denomination of Japanese foreign trade



## Yen Against the \$



BANKS: by Gerard Baker

# Humbling of the giants

The banks of Japan are paying a high price to overcome a series of credibility crises

Next week a new bank will open its doors in Tokyo.

The Bank of Tokyo Mitsubishi will be, by a comfortable margin, the largest bank in the world. Formed by the merger of Bank of Tokyo and Mitsubishi Bank, it will have assets of more than ¥70,000bn and will offer a range of financial services at home and abroad unrivalled among Japanese banks. In normal circumstances, the opening of such a vast new institution would be a cause for some traditionally lavish Japanese celebration. But it is a sign of the times that the new bank will open to a muted fanfare. There will be no party, just a quiet, understated ribbon-cutting ceremony at the Tokyo headquarters.

The solemn mood is due to the continuing crisis over the long-running saga of the bailout of the country's housing loan companies. Banks, under intense public scrutiny after the government's decision to spend ¥655bn on a bailout of the housing lenders, cannot be seen to be spending money unnecessarily.

But the solemnity is also a fitting metaphor for the banking system as a whole. The Bank of Tokyo Mitsubishi will provide the most powerful example yet of Japanese banks' joyless pursuit of size over quality.

The last year has demonstrated the truth of the proposition that institutions only ever change when faced with a heart-stopping crisis. Last summer, a series of financial disasters combined to weaken international confidence in the Japanese banking system and threatened briefly to cause severe trouble for some of the weaker banks.

The collapse of several smaller deposit-taking institutions, the revelations of massive losses at Daiwa Bank, and the continuing failure of the banks and the government to come up with a settlement of the housing lenders' problem produced real fears of crisis. Suddenly banks found themselves forced to pay rising premiums for the privilege of bor-

|                        | Total problem loans* | As % of total loans | As % of equity | As % of equity plus special reserves |
|------------------------|----------------------|---------------------|----------------|--------------------------------------|
| City banks             | 10,283.8             | 3.72                | 67.7           | 44.1                                 |
| Long-term credit banks | 3,127.7              | 5.74                | 106.7          | 57.5                                 |
| Trust banks            | 5,532.8              | 8.00                | 155.4          | 78.8                                 |
| TOTAL (for 21 banks)   | 18,944.3             | 4.83                | 87.4           | 62.9                                 |

\*% of specific reserves includes restructured loans. Source: IBCA

rowing in international markets. For some of the weaker banks the premium reached 60 basis points.

The main effect of the premium was to convince several of the stronger banks that it was at long last time to act to stop the haemorrhage of international confidence.

One of the principal concerns in international markets is of the lack of disclosure at financial institutions. Several of the leading banks decided to meet those concerns head on. They volunteered much fuller information about the health of their balance sheets than they had ever published before, in an effort to convince international investors that they were fundamentally sound.

Most of the leading banks also pledged to take more aggressive measures to eliminate their pile of problem loans. Two of the leading 11 city banks - Fuji and Hokkaido Takushoku - said they would report big losses in the financial year that ends this week when they declare their results.

But the moves, like the Tokyo-Mitsubishi merger, merely drew further attention to the gap between the strong banks and the weak.

Smaller banks were forced to follow suit in this public airing of their problems - and many of them came close to revealing for the first time just how sick they are - with bad loans of up to 9 per cent of their total lending. The trust banks and the long-term credit banks were particularly exposed.

This gap between rich and poor is most unusual in Japan's financial system. For years, the leading banks moved in convoy. The ministry of finance, as the guiding flagship of the fleet, ensured that all banks travelled in roughly the same direction at the same pace. The idea was simple. Japan's banks needed to be carefully protected because

## Lending by Japan's 11 city banks (¥bn)

| End year | Lending |
|----------|---------|
| 1986     | 125,413 |
| 1987     | 146,899 |
| 1988     | 163,708 |
| 1989     | 181,873 |
| 1990     | 197,879 |
| 1991     | 206,802 |
| 1992     | 213,147 |
| 1993     | 213,323 |
| 1994     | 212,305 |
| 1995     | 209,980 |

Source: Bank of Japan

they commanded a vital and, in the immediate post-war era, scarce national resource: capital.

The regulators guaranteed them almost complete security from failure if they remained in close convoy, pumping much-needed funds into the expanding manufacturing sector.

But the opening of the country's markets to more international competition combined with the crisis caused by the collapse of the bubble economy in the last 10 years has left the convoy looking a little ragged. The stronger banks, eager to impress in international markets, have strained to move away from the pack; while the weaker ones have fallen further behind under an insupportable burden of non-performing loans.

The strengthening of the top half dozen banks through the greater disclosure and disposal of bad loans is intended to equip them to compete in international financial markets.

At the other end, a real crisis seems to be approaching for the weaker banks. Nippon Trust, one of the troubled trust banks, has non performing loans of more than 10 per cent of total loans. Hokkaido Takushoku, the weakest city bank, recently announced plans for a radical restructuring aimed at eliminating its bad loans and shoring up its capital.

Chuo Trust and Nippon Credit Bank are also struggling to keep up with the rest. And the disastrous losses and subsequent cover-up at Daiwa Bank have brought about an enforced retrenchment in the bank's international and domestic activities.

Yet there is a delicious irony in this sudden onset of free market activity in the Japanese banking system. The strong banks are being prevailed upon by the authorities to help out the weaker banks. Most of those mentioned above have either already come to the assistance of the weak, or seem very likely to do so. It is a process of consolidation, half-ordained on them by the regulators, whose grip on the system, though less tight than it was, remains formidable.

Mitsubishi, before its merger with Bank of Tokyo, bought the remains of Nippon Trust Bank. Sumitomo, one of the top banks, and Daiwa are strongly rumored to be on the point of a merger. And other banks are considering possible tie-ups. Behind these machinations, of course, is the country's finance ministry. Though its power has waned in the last few years, and its reputation has suffered in the chaos over which it has presided, it continues to exercise an authority over its charges without parallel in international markets.

Officials still appear to believe that, while gradual change in the system is inevitable, perhaps even desirable, they should continue to dictate its pace wherever possible. The interests of the system as a whole are still to predominate over those of the banks. At the moment those interests still demand caution, according to the ministry.

The banks themselves may be chafing to escape into the world of freer, more dangerous markets. The authorities are decidedly less enthusiastic.

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|   | 1985  | 1986  | 1987  | 1988  | 1989  | 1990  | 1991  | 1992  | 1993  | 1994   |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| <b>Euro-yen bonds (¥bn)</b>                   |       |       |       |       |       |       |       |       |       |        |
| By non-residents                              | 1,448 | 2,252 | 2,394 | 2,213 | 3,556 | 4,991 | 3,280 | 3,328 | 5,102 | 10,186 |
| By residents                                  | 140   | 417   | 520   | 0     | 12    | 747   | 3,283 | 3,006 | 2,283 | 682    |
| <b>Currency denomination of eurobonds (%)</b> |       |       |       |       |       |       |       |       |       |        |
| US dollar                                     | 70.9  | 82.9  | 41.4  | 41.71 | 54.9  | 38.3  | 31.6  | 37.4  | 37.4  | 40.6   |
| D-Mark  | 7.0   | 9.1   | 10.7  | 13.3  | 7.8   | 10.2  | 7.9   | 12.2  | 13.9  | 8.6    |

Source: Bank for International Settlements

4 JAPANESE FINANCIAL MARKETS

FULL-SERVICE BANKING: by Gerard Baker

# Fuji explores new fields

New domestic opportunities are opening up for the country's large "city" banks

While full-service banking is already a reality in much of the world, in Japan it is still a distant dream.

For decades, the straitjacket approach to banking regulation has ensured rigid demarcations between different financial sectors. A corpus of laws and, more often, the iron hand of the finance ministry's administrative guidance have defined down to the last detail the separate activities of city banks, trust banks, long-term credit banks, brokers.

But in the last few years, those barriers have begun slowly to be dismantled. As the growth of capital markets and the internationalisation of Japanese money have eroded banks' core business, the authorities have cautiously ceded some of the ground back to them through deregulation.

Increasingly, the nation's largest banks are able to exploit their powerful market muscle by developing the range of services they now provide their corporate clients. The closest institution Japan has to a full service bank is probably Fuji Bank, one of the country's six largest "city" banks. Building on its widespread presence in a range of international markets, Fuji is now in the forefront of the banks that are also exploring new opportunities in Japan.

Internationally, Japanese lenders have long enjoyed much more freedom than they have at home. Fuji Bank has been operating banking and securities subsidiaries and branches in Europe, North America and Asia for decades. But like most Japanese lenders, though the performance has been mostly sound, it has been far from spectacular, as scale has not always been matched by profitability.

The bank has devoted more resources than others to maintaining a foothold in European markets, in spite of the difficult economic conditions there, though it admits competition has been increasingly tight.

| Fuji Bank                             |        |
|---------------------------------------|--------|
| As at 30 Sep 1995 (¥1000 bn)          |        |
| Total assets                          | 52.04  |
| Of which loans                        | 31.98  |
| Shareholders' equity                  | 1.88   |
| Problem loans                         |        |
| Non-performing loans                  | 1.24   |
| Restructured loans                    | 1.06   |
| Total problem loans                   | 2.30   |
| net of specific reserves              | 1.65   |
| As a % of equity                      | 87.6%  |
| As a % of equity plus Nippon reserves | 64.7%  |
| 1995-96 forecasts                     |        |
| Core business profit                  | 0.44   |
| Pre-tax loss                          | 0.44   |
| Net loss                              | 0.40   |
| Total employees                       | 18,252 |
| Offices                               | 307    |

In the US, in addition to its money-centre operations in New York, Fuji has a commercial finance subsidiary in Chicago-based Heller and has been trying to expand its securities business, especially in the field of derivatives. But the principal hopes still appear to be invested closer to home. "The main focus is now Asia," says a Fuji manager in Tokyo. "Japanese inward investment there remains especially strong, and we have one of the strongest track records of supplying finance for that type of business."

The bank also believes its expertise in Asian markets will help it to capture more of the non-Japanese inward

investment and trade-related activity in the region. New branches or representative offices are opening in Taipei, Bombay and Vietnam and the bank says it aims to diversify the tangle of banking and capital markets services it offers as new markets open up.

But the most striking diversification for Fuji in the last two years has been in what is still by far both the biggest part of its business and its biggest headache - the domestic Japanese market.

In the last few years deregulation has permitted Fuji to open an investment trust management company and a broker, and later this year it will move into the trust banking business, one of the more lucrative banking operations.

Eighteen months ago, in one of the biggest changes in a generation, Fuji and several other city banks were allowed to open a securities subsidiary. Though its parent company may be among the largest banks in the world, Fuji Securities is no Nomura or Nikko.

Fuji's business is restricted to underwriting and managing debt issuance and trading in the still underdeveloped secondary bond market. But the company has lost no time in pitching its tent in the securities business. In the 11 months since last March, Fuji has lead-managed 13 corporate straight bond issues with a total value of ¥180bn, 3.2 per cent of the total market, a figure that ranked it seventh among

managers in Japan. In underwriting it ranked tenth, with 2.3 per cent of issues by value.

That rapid progress means that the company has already overtaken most of the medium sized brokers - all but the leading four companies in this one field of broking to which it is allowed access and ranks high among the new broking subsidiaries of banks.

According to Mr Hideyuki Saka, a senior manager at the subsidiary, the banking relationship has been an important element in the company's early success.

"Obviously, many of the issues we have been involved in have been with customers of the parent bank," he says. If Fuji can continue to capture a significant share of the securities business of its banks' customers, it will have gone some way to recouping some of the business lost to capital markets over the last 20 years.

The same may also apply to a trust banking subsidiary, scheduled to open within the next year, which Fuji expects to provide a crucial extra dimension to the scope of its domestic banking services. But the bank's management knows that for all the opportunities in new and expanding markets, Fuji's prospects remain blighted by what is still by far the largest part of its operations: its core domestic banking business. Fuji still has bad loans accumulated from the collapse of the bubble totalling at least ¥2,300bn, more than 7 per cent of all loans.

In the course of the current year, it plans to write off a significant block of those loans and in the process will record the largest loss reported by a Japanese bank in almost half a century. And last month it announced an extensive restructuring programme aimed at bolstering profitability and its capital base, badly depleted by the bad loan crisis.

The progress made by Fuji Bank in encroaching on new areas of financial activity has been impressive. But it remains under pressure in its own backyard, and seems unlikely to meet its aim of being a successfully integrated financial service company until it has finally removed the mess that lingers there.



City Hall, Tokyo

MINISTRY OF FINANCE: by William Dawkins

# The temple is under siege

The traditional bulwark of Japan's financial probity faces a national crisis of confidence

The great grey steel gates of the ministry of finance's front entrance have now been barred for two months, in defence against the right wing groups' sound trucks, which drive back and forth outside, proclaiming the ministry's alleged iniquities from deafeningly powerful loudspeakers.

The intrusion obliges ministry officials to use a side door to get to work in the morning at the most powerful government bureaucracy in the industrialised world. It is a stinging embarrassment for the elite of the Japanese civil service, inheritors of a Confucian tradition of wise central authority dating back 400 years.

The okurasho, or great storehouse, a name derived from feudal times when farmers paid taxes in the form of rice, is under the most intense attack in its history for its part in a highly unpopular scheme to spend ¥855bn of public money on liquidating bankrupt housing loan companies - ¥3,500 per angry citizen.

The arrival of the sound trucks at the ministry's doors also symbolises the degree to which Japan's system of financial and economic policy making has been thrown open for re-negotiation.

The housing loan controversy - known as the jusen fiasco - moved Mr Ryutaro Hashimoto, the prime minister, to launch a review of the mighty okurasho's role last month. It is due to come up with initial ideas shortly. The options under consideration range from a complete break-up, as advocated by some in the opposition New Frontier party, to the more likely separation of one or two limited functions.

Mr Shoichiro Ozawa, the NFP's leader, believes that curbing the finance ministry's power would be the first and most important step towards making the bureaucracy at large more accountable to the electorate. But even if circumspect, the review is a remarkable shift by a LDP which, until three years ago, had become accustomed to running Japan in a close cabal with the top men from the finance ministry. As such, it is a sign that Japan's search for a more open system of government, while slow and erratic, is advancing.

The attacks on the ministry are not entirely connected with the underlying issues; they



Wataru Kubo, the finance minister, with Ryutaro Hashimoto, the prime minister (right)

also reflect politicians' desire to deflect blame for the jusen fiasco from themselves, cheered on by other ministries resentful of the tight MOF grip on their budgets and policies.

But the affair has also brought a climax to a debate on the management of financial markets and the economy and the appropriateness of Japan's authoritarian style of government in a modern democracy. The power struggle between politicians and the public administrators is an underlying theme in the political changes which began when the LDP lost a general election in 1993 for the first time in nearly four decades, and which still rumbles on.

For most of its life, the okurasho, founded in something very like its present form in 1869, has been the nearest to a centre of power in a country where power and policy making is spread diffusely. A strong central bureaucracy, with the finance ministry on top, was seen as essential for Japan's high speed industrialisation in the late 19th century and the post-1945 economic reconstruction, in which the ministry used its uniquely wide powers to pull in individuals' savings and channel cheap loans to vital industries, protected by high import tariffs and exchange controls.

That explains why the finance ministry continues to embrace a range of functions, which in other advanced industrialised countries were long ago assigned to separate departments. The most important include supervision and administration of the financial system, both the revenue and spending sides of the budget,

the ownership and management of state-owned companies and customs.

But now the ministry's critics argue that Japan's mature and more open economy - with very low import tariffs and very few exchange controls - needs a less authoritarian system, more open to advice and more sensitive to the international market forces which increasingly influence Japan's livelihood. "The Japanese method of organising society was effective in the cold war era when Japan was a developing economy, but those conditions are gone forever and now Japan must adapt," says one former okurasho official who is now a member of parliament.

The jusen fiasco is merely the latest of a series of policy mistakes which have brought the ministry to critical public attention over the past year. These include supervisory errors such as the handling of the Daiwa Bank crisis, in which the bank was drummed out of the US after regulators there were allegedly misled about huge bond trading losses last year, and initial reluctance to force Japanese banks to disclose the full scale of their bad debts, to the damage of their international credit ratings. Allegations of impropriety against officials - almost unheard of in the past - have fuelled antipathy.

There is, argue the ministry's critics, a common thread to these mishaps. Just as the bureaucracy's general role has been to identify the public interest and run Japan accordingly, so the okurasho has interpreted the public interest as guarding economic and financial stability. But increas-

ingly, the duties of financial supervisor have come to conflict with stability. Five years of recession and the growing internationalisation of Japan's financial system "have made that conflict acute."

The Daiwa crisis was a clear example of how the ministry's instinct for "stability" constrained the fierceness it should have shown as supervisor - to the eventual detriment of the many Japanese banks which had to pay a premium for borrowing on international markets because of fears that they too might be concealing heavy trading losses.

Another criticism, which has been applied to Japan's civil service as a whole, is that the bureaucratic tradition of changing jobs annually does not enable officials to specialise. As the finance ministry's wide range of tasks become more complex and start to conflict with each other, specialisation becomes more vital, it is said. A break-up into more focused ministries might help.

Finally, comes the question of accountability. The ministry's sheer size, it is argued, has allowed it to grow insensitively to the advice of politicians and other ministries. It may even be possible, argue critics, that a smaller ministry, with less clout and more of an inclination to take expert advice, might have better handled the late 1980s surge in asset prices and the subsequent collapse, which triggered the longest recession for 60 years.

Whatever the outcome, the ministry is, for the first time, on public trial. The judgment will throw much light on just how weak or strong is the mood for a more open government.

SECURITIES: by Charles Smith

# The pulse is weak

The big four securities houses have bounced back, but lesser firms are in trouble

After four years of heavy losses, Japan's hard pressed securities industry appears to have enjoyed a modest return to financial health in the fiscal year ending this month. But most analysts feel the industry is at best convalescent and at worst enjoying a brief respite from an almost incurable illness.

"It's been clear since the end of the 'bubble' that there's serious overcapacity in the securities business," says Mr David Threadgold, financial analyst for BZW Securities in Tokyo.

The biggest companies, Nomura, Daiwa, Nikko and Yamachi, have overcome most, if not all, the problems they faced after the bubble burst in 1990-91 and are expected to earn comfortable profits in fiscal 1996 (Nomura's parent company's profits, for example, are expected to pass ¥100bn in fiscal 1996 for the first time since fiscal 1990).

But the Big Four still depend more heavily on commission income - and thus on fluctuations in daily trading volumes on the Tokyo Stock Exchange (TSE) - than counterparts in New York or London. Below the top four are a dozen or so second tier companies that are either barely viable or chronically in the red.

Operating losses by the 12 second tier companies totalled more than ¥150bn in fiscal 1994 (the 12 months ending in March 1995) with some companies losing more than 25 per cent of shareholders' equity, according to Nihon Keizai Shinbun (Nikkei), the leading Japanese business daily. Nikkei expects 1995 results for the second tier to be substantially better, in the light of current improved TSE trading levels and a bond market boom which temporarily boosted some companies' earnings in the spring and summer of 1995.

But the sector as a whole will still be in deficit. Combined losses at the five weakest companies are likely to have approached or exceeded ¥50bn during fiscal 1996. Only one second tier company, bond specialist Kokusai Securities, is expected to announce 1995 profits of more than ¥5bn.

The prospect of second tier companies resolving their problems by conventional cost cutting progress seems fairly slim even though market activity has picked up recently, says Mr Threadgold. "It looks as if the ministry of finance will have to take the lead in working out a restructuring plan for some of the weaker companies." But the ministry, says Mr Threadgold, is being "terribly short sighted".

He accuses the ministry of "hanging on" to excess capacity in the securities sector just as it did with the jusen, the insolvent housing loan corporations whose inability to find bona fide customers during the late 1980s led them to make trillions of yen worth of loans to dubious property developers.

Mr Walter Altherr, newly appointed banking and securities analyst at Jardine Fleming, agrees that capacity may have been taken out of the industry through eastern-style mergers, or possibly through outright insolvencies of some of the weaker companies.

The structural problems facing securities companies are the result of extreme fluctuations in equity values and trading volumes on the TSE during the late 1980s and early 1990s, combined with an inflexible employment system that makes it hard for companies to lay off workers, or even convert salaried employees into commission salesmen.

In 1993, when the Nikkei share price peaked at just over ¥28,000, daily average trading values on the first and second sections of the exchange exceeded ¥1,300bn. In the next four years, the Nikkei lost more than half its value, while trading volumes fell to below a third of its 1993 peak.

TSE trading volume, rather than the absolute level of share prices, is the key issue for most securities companies, says Mr Brian Waterhouse, financial analyst at James Capel Pacific, because most companies still make a living by brokerage commissions rather than by discretionary trading on their own account.

Mr Paul Easton, a financial analyst for Deutsche Morgan Grenfell, notes that the entire securities industry suffered a 63 per cent fall in its commission income between 1989 and 1994, including bond broking commissions and underwriting.

Against that, most companies have managed to cut costs by 30 to 40 per cent over the

"The ministry may have to work out a restructuring plan"

past five years while labour costs for the whole industry have fallen 20 per cent. Foreign companies in Tokyo, which suffered less than Japanese companies during the post bubble era, employ large numbers of commission salesmen whose basic earnings can be as low as ¥6m per year.

In the past three or four years, some Japanese companies have begun to copy this system but most company salesmen are still paid on the basis of fixed salary plus an annual bonus. "We can encourage our sales people to shift them to a commission-based payment system, but we can't force them to do so," says a corporate planning manager at a medium sized securities house.

Competition from abroad is another problem for second tier Japanese securities firms, notes Jardine Fleming's Altherr. Foreign investors accounted for 21.4 per cent of TSE buying in 1994, compared with 9.3 per cent in 1990, while share purchases by Japanese individuals shrank over the same period from 24.1 per cent to 14.7 per cent of market turnover. Foreign investors tend to use foreign security companies or the Big Four. That means that the pie for which second tier companies can contend shrank much faster between 1990 and 1994 than the market as a whole.

The notion that there is no way out for medium sized Japanese securities companies except merger or extinction is not shared by all analysts. "A number of small Japanese companies have managed to survive, or even prosper, by developing niche markets such as underwriting share issues in the over-the-counter market," notes Deutsche Morgan Grenfell's Heaton. For the bulk of the industry, though, what counts is trading levels on the main floor of the TSE.

That is a sobering thought given that TSE levels of activity may take more than another decade to recover the levels attained during the second half of the 1980s.

Both companies are equity retailers who require large armies of salesmen and an extensive branch network to service their customers. Cutting back on these networks can save money, but it can also mean, says Threadgold, that companies who rationalise too drastically are "chasing revenue downwards".

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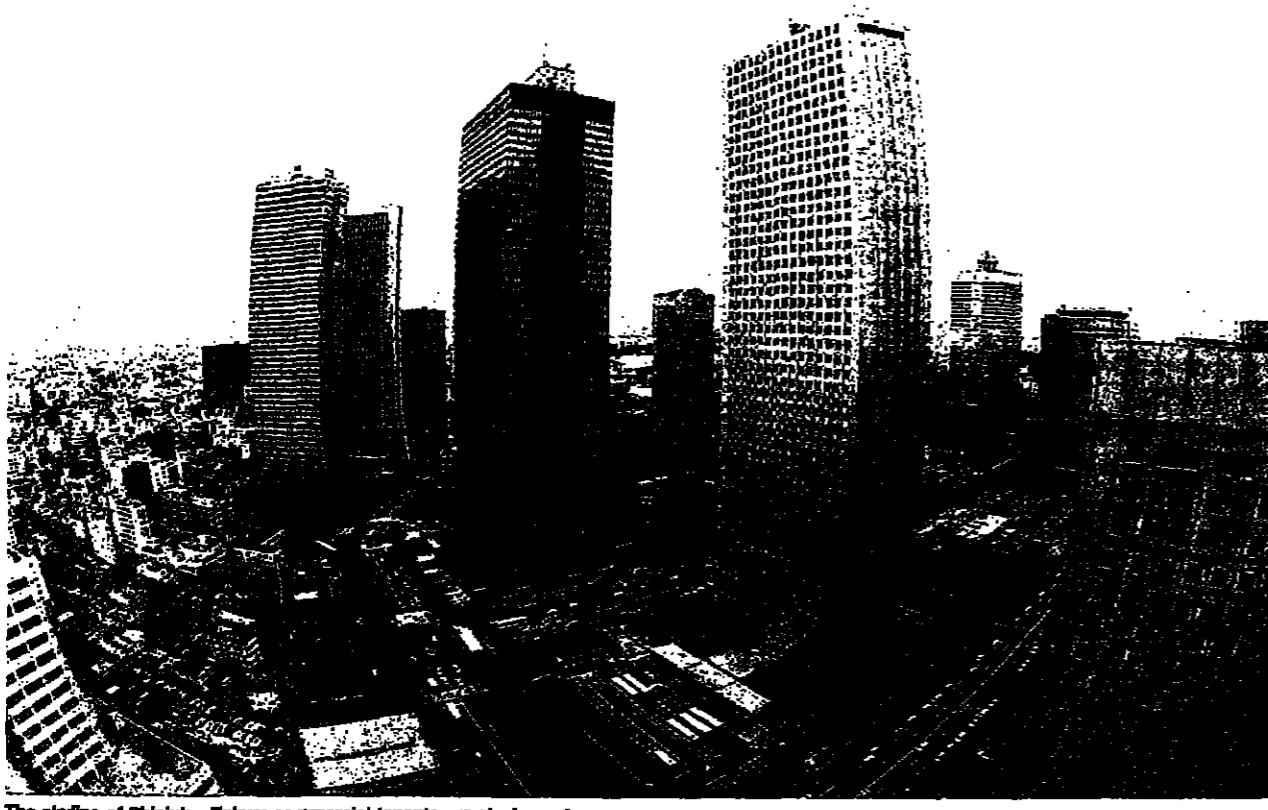
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The skyline of Shinjuku, Tokyo: commercial tenants are staying put

■ PROPERTY VALUES: by Michiyo Nakamoto

## Still a buyer's market

Although land prices have fallen continuously and sharply over the past several years, there are as yet few indications that the trend will be reversed in the near future.

After peaking in 1990, land prices in the six main cities have plunged 51 per cent, according to the Japan Real Estate Research Institute.

In the long term, a declining population, the shift of manufacturing overseas and the shrinking agricultural base in line with liberalisation are all likely to lead to a softening of property prices, says Mr Minoru Mori, president of Mori Building, which owns a large number of buildings in Tokyo, in a recent interview.

Tokyo, in particular, has seen a decline in its population as corporations and residents have moved to the suburbs where they hoped to get more for their money. There is also a stock of property belonging to the many real estate and construction companies eager to liquidate assets, some of which could come on the market.

Many of Japan's real estate and construction companies bought land as asset prices rose in the late 1980s and early 1990s. The sharp decline in land prices has prevented many of them from selling their assets at depressed prices which would leave them with huge losses.

However, some of these companies may nevertheless be forced to liquidate their assets nonetheless. Haseko, a leading general contractor, announced last October that it would bite the bullet and sell its real estate assets even if it would be forced to report a loss of ¥185bn in the year to March and pass its dividend for the first time since it was listed.

The signs are equally bleak in the residential property market. The surplus of apartments in the greater Tokyo market is more than double the historical average, and inventories are set to rise, notes Jardine Flemings.

Many financially weakened developers can no longer afford to engage in long-term projects which do not provide returns for many years, and are therefore concentrating their resources on apartments, industry members point out.

Land prices will no doubt, stop falling eventually. But even then, few expect a strong rebound comparable to that of the late 1980s.

The surge in asset values was then supported by a level of excess liquidity which is not expected to be seen again, says Mr Weller.

Furthermore, the Japanese government appears intent on allowing prices to fall further. Its white paper on land for 1995 notes that the value of Japan's real estate assets is at an "extremely high level" compared with the US and England.

While property values in Japan have fallen further since 1992, and more people can now afford to own their own homes, the 1995 white paper indicates that further efforts are needed to improve housing conditions and social infrastructure.

The white paper states categorically that the government wishes to eliminate the price differential in land prices between Japan and the rest of the world in order to bring the Japanese standard of living closer in line with that of other international societies.

But with the collapse in equity and land prices since the bursting of the bubble economy, the sharp rise in the yen against other world currencies, and falls in interest rates, the yields on the assur-

ers' investments have stumped, while the yields promised investors have fallen only slightly.

For the last three years returns actually achieved have been over 1 percentage point lower than those needed to meet their liabilities.

Last month Moody's, the US credit rating agency warned that the problem was growing more acute and was increasing the pressure on life insurers. "Spread deficiency is likely to continue for several more years, even though the industry has been able to lower guaranteed minimum returns", said Mr Shunsaku Sato, analyst at the agency.

To fill the gap insurers have been forced to realise gains on their holdings of securities. Since they hold many shares bought before the rise and fall of the stock market in the last 10 years, they still have a cushion against losses, but it is getting thinner.

A further problem has been the decline in new business, as investors become increasingly wary of depositing their savings with such lacklustre institutions. That will place an extra future burden on them, since the improvement in profit margins on future business needed to recoup past losses is growing steadily greater.

The companies also suffer from a weak capital base. As mutual institutions, they are required to distribute all their current profits at the end of the fiscal year. As a result, cap-

ital retention has been minimal.

Mr Andrew Smithers, an independent financial analyst, says their plight is grave: "there is no short-term prospect of the industry being able to raise new capital. It thus lives under the shadow of a crisis and a solution to its problems will probably take many years."

It is not surprising, perhaps, in the face of this remarkable array of difficulties, that the the insurers now face greater competition for the Japanese investor. The attractions of the post office, bonds or even banks have proved considerable for the cautious investor, especially since life insurers' dividend yields have fallen towards market interest rates.

But there is an even bigger threat in the form of the continuing deregulation of financial markets that is gradually turning over life insurers' core business to other companies.

Non-life insurers will be allowed to set up life insurance subsidiaries later this year, and their relatively strong capital position will enable many of them to undermine the life companies. But an even greater threat comes to one of the life companies' most valuable businesses - managing public and private pension funds.

After the nations' trust banks, the life insurers are the second largest group of pension fund managers. In the past, the two sectors have enjoyed a cosy duopoly of more

than two thirds of the nation's leading funds. But after years of pressure the government has finally begun to open up the market to new competition.

A year ago, investment advisory companies, including foreign companies, were allowed to bid for an extra 30 per cent of total pension fund money in Japan - taking their potential share of the market up to 57 per cent. The opening has proved successful and popular with pension funds, and from next month their share will be opened up further.

The changes have begun to excite real competitive interest in the market. Already this year, Nempuku, the main public sector pension fund, and several private corporations have announced they intend to diversify their investment allocations away from life companies. Others are almost certain to follow.

The insurers are on the surface unmoved by the threats. "In the current investment climate these pension funds will not be able to get better returns elsewhere."

But others are not so sure. The record of foreign investment advisers in the last five years has been much more impressive than Japanese managers. With no early prospect of a recovery in insurers' prospects and with new opportunities opening up for foreigners all the time, the gradual shifts in the management of Japanese investment funds look certain to accelerate in the next few years.

■ LIFE ASSURANCE: by Gerard Baker

## Supremacy under strain

World financiers no longer dance automatically to the Japanese life insurers' tune

Japan's life insurers have grown used to holding world financial markets in thrall.

Among the largest financial institutions in the world, with total assets of more than ¥170,000bn between them, they have long known that they have only to raise an eyebrow in the direction of some new allocation strategy, and the world's money follows.

But though their size continues to guarantee them their status as investors to watch, there have been signs this year that their own fortunes are now far more likely to be determined by the actions of others.

Since the beginning of the year, some of the country's largest pension funds have begun moving money away from life insurers, traditionally one of the largest groups of pension fund managers. The exodus is patchy as yet but it seems certain to grow unless the insurers find ways of improving their chronically weak performance.

A continuing deterioration in their asset/liability yield spread, poor asset quality and a weak capital base, are now being exacerbated by growing competition for the funds which they have long been used to monopolising.

The underlying problem is the poor investment performance in the last few years.

In the 1980s, buoyed by galloping capital gains on their holdings of equities and land, the insurers wrote ambitious policies for their customers, offering guaranteed minimum returns commensurate with the yields on their assets.

Their performance was so strong that between 1986 and 1988, they were actually able to offer returns on 10 year assurance policies higher than the yield on 10-year benchmark bonds.

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Senior citizens in the Sugamo market: pension fund management is on the agenda

■ CORPORATE FINANCE: by Gerard Baker

## Five year chill is over

Companies are becoming keener to borrow and banks more eager to lend

Few countries can have been as ripe for a good old-fashioned credit crunch as Japan has been for the last few years. The lingering financial crisis was widely expected seriously to undermine prospects for economic recovery. Banks, it was claimed, would be forced to retrench. Tougher lending criteria would be applied to the corporate sector, which would gradually be starved of new capital.

The relative importance of bank lending as a proportion of total corporate finance in Japan - estimated at up to 50 per cent of all new funding for companies - was a factor thought likely to complicate matters further.

In the US in the early 1990s, a cautious approach by lenders was often cited by manufacturers as an important brake on a more rapid expansion. And in the US a much higher proportion of total corporate finance comes from disintermediated borrowing in capital markets.

But in Japan in the last five years, a shortage of bank lending has not been widely cited as a cause of weak growth. Indeed, while Japanese banks were going through their most serious period of crisis in the second half of last year, bank lending actually rose at its fastest for three years.

According to the Bank of Japan's authoritative quarterly Short-Term Economic Survey of Enterprises (the tankan),

borrowing from financial institutions has been growing steadily easier for the last five years, and companies' own liquidity has been gradually strengthening over the same period.

"The evidence seems to support banks' claims that the problem holding back recovery over the last few years was not a lack of supply, but a lack of demand for funds. We remain very eager to lend," says a spokesman for one of the larger banks. "There has simply been a marked lack of demand for borrowing."

This seems to fit with the apparent nature of the country's stagnation over the last five years. The recession has been characterised by a reaction by companies to over-accumulation during the bubble economy of the late 1980s. Buoyed by big gains from rising stock and land prices, many companies implemented lavish investment programmes. According to the tankan, a majority of companies still have excess productive capacity as a result of those programmes.

And when they have needed to raise money, big companies have increasingly turned, not to banks, but to the bond market.

Last year, companies issued corporate straight bonds worth almost ¥3,000bn, the highest figure ever. The volatile stock market and unofficial restrictions on new equity kept convertible bond and equity issuance low, but the trend of companies using the debt market is clearly rising.

In the last year banks have at last been able to meet some of this demand for disinterme-

dated lending through their own securities subsidiaries. The city banks were allowed to join the long-term credit banks in the debt market last year and have already begun to make substantial inroads. "Much of our business is coming from customers of the parent bank," says a manager at the broking subsidiary of a large bank. "We expect to see that process continue."

But this picture of a banking sector falling over itself to finance the investment needs of big Japanese companies may be slightly misleading. While the large businesses may be eschewing the banks' advances, many smaller companies, who form the backbone of Japanese manufacturing industry, say they have not found banks so accommodating.

One manager of a medium-sized manufacturer complained vociferously last year of a new caution on the part of his bankers that almost forced him to drop plans for a rationalisation programme which he had planned to finance through bank borrowing. Others have echoed those complaints.

Banks themselves, while denying that they have squeezed their smaller customers, acknowledge a greater

degree of caution in lending. The bulk of advances for smaller enterprises are still heavily driven by the value of collateral. As land prices have continued to fall, some companies have seen credit lines cut. Bankruptcies among smaller companies are still rising at record levels, a number of which have been attributed to a tougher lending stance by banks.

But this caution is unlikely to last. Banks will compete most intensely for the privilege of lending to small companies. Lenders are under pressure not just from an expanding bond market, but also from an important long-term change in the structure of Japanese industry.

For most of the post-war period, the economy has been structured around the "main bank" system. The big industrial groupings - keiretsu - have had at their centre one of the large banks. The keiretsu companies would form the bulk of the bank's customers, as long-term relationships were the core of Japanese industrial financing. But that system is now gradually breaking down. Corporate ties to banks are weakening and the web of cross-shareholdings that knits the groups together is being slowly unwound.

As a result banks will no longer be able to rely on steady demand from their familiar, large customers. They will be forced instead to look increasingly beyond the safe fortresses of their keiretsu for borrowers. The small industrial companies, at least those that survive the current problems, can look forward to those prospects with some relief.

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6 JAPANESE FINANCIAL MARKETS

■ **NOMURA SECURITIES:** by William Dawkins

# A spectacular recovery

Japan's leading stockbroker is about to rehabilitate itself with best results for five years

Mr Hideo Sakamaki, 60, Japan's most powerful stockbroker, has reason for quiet satisfaction.

He walks into the room with an air of confidence, consistent with the progress that Nomura Securities, one of the world's largest stockbroking companies, has made in rehabilitating itself.

Mr Sakamaki took over as president in 1991, with a remit to shake up Nomura, then running from a peak to a dramatic low in its fortunes. In the fiscal year ending this month Nomura is on track to produce its best performance for five years after a recurring profit, before tax and extraordinary items, of ¥61.3bn in the nine months to December.

Much of that comes thanks to a strong Japanese bond market, but it also reflects the extent to which Nomura has cut its own costs and increased efficiency during the recession. "We place primary importance on quality above quantity...at the same time a global service is indispensable," says Mr Sakamaki, slipping green tea in an ante-room dominated by a large Chagall.

The oil painting is a symbol of the pride that preceded the 1991 humbling of Nomura by a stock market scandal, in which it was alleged to have compensated favoured clients for share losses, cultivated gangster groups and cornered shares. It was a prime example of the ills of the bubble economy, as well as a factor in forcing Nomura and others to confront weaknesses concealed by the prosperity of the time.

It has been Mr Sakamaki's job to apply the lessons of that experience - and it has not been easy. In the first year of his incumbency, to March 1992, the group's pretax profits fell by more than three quarters, followed by losses in 1993 and in the year to March 1995.

The saga was a stimulus for reform at Nomura and the Japanese securities industry as a



Hideo Sakamaki, the president's shake-up has yielded results

whole. But there have, of course, been limits to change.

Nothing illustrates those limits more clearly than the recent rehabilitation of the two senior Nomura directors who had resigned to show responsibility for the scandal, Mr Setsuya Tabuchi and Mr Yoshitaka Tabuchi.

They last year made a discreet re-entry to the Nomura board, a sign to some that attempts to break with the past were less than sincere. Nomura argues that despite the burden of the past, it now needs the Tabuchis' skills.

This is not to underestimate the real progress that Nomura has made in putting its house in order. Among the things that have come in for reform, Mr Sakamaki highlights higher costs than international competitors over dependence on the domestic business - from which the formerly incestuous relationship with domestic clients stemmed - and a relatively unspecialised research capability.

Like other leading Japanese companies, Nomura declined to make big redundancies during the recession, preferring to observe the taboo against sacking large numbers.

Nevertheless, it has managed by dint of cutting graduate intake and not filling non-essential jobs vacated by retirement to trim parent company staff by just over 700 to 10,240 over the past three years and

to bring down monthly overheads from a peak of ¥26bn to ¥22bn.

More cost cuts and efficiencies are coming, notably from the full benefits of a management accounting system, launched two years ago, which for the first time in Nomura's history allocates costs and return on equity by department. The aim is to make individuals more aware of their profitability to Nomura.

The group has also sought to lift individuals' motivation by moving away from the old seniority based pay and promotion system, towards a policy more based on merit.

Yet there are limits to the extent to which western security company management practices can be applied to Nomura in Japan. Nobody has, under the new system, been given a pay cut for demerit, a common technique used by US security companies to encourage underperformers to leave.

Mr Sakamaki admits that Nomura's commitment to lifetime employment cannot be changed. "US and European companies can make clear reductions in personnel, but we have taken only the first step." He is not the only senior Japanese executive to feel obliged to accept this cost disadvantage.

Bearing in mind that constraint, it is no surprise that Nomura's return on equity is even after all these efforts put at a mere 3 per cent, a fifth of the return achieved by its European and US competitors. Mr Sakamaki admits that he cannot predict when Nomura will be able to close that gap.

International expansion is the other policy that he has pursued in an attempt to increase Nomura's long term profitability.

The group's sheer size - as for, example, the world's largest Eurobond underwriter - has in the past belied the fact that the bulk of its revenues come from the domestic business of trading Japanese shares and bonds. But now the image of Nomura as a global securities company is moving from part illusion closer to reality.

Five years ago, domestic revenues were 700 per cent of Nomura's total. That had sunk

to just under 60 per cent by 1996 as the US, Europe - now an equally combined 35 per cent of the total - and Asia advanced.

Nomura's more international make-up arises partly by default, a consequence of the decline in the Japanese stock market over that period.

But it is also deliberate. Assets outside Japan have risen from 48 per cent of the total to 67 per cent over the same period and one fifth of the staff now work abroad. Recently, the group has focused international expansion on the rest of Asia, where the number of staff has more than tripled to just under 1,000 over the past five years.

But Mr Sakamaki has no illusions about emerging Asian markets. Nomura does not expect profits from the region to come easily. It had nearly 13 per cent of its assets in Asia and Oceania last year, three times the level in 1994. But to illustrate Mr Sakamaki's cautious patience over revenues, the same region generated less than 5 per cent of group revenues in 1996. His aim is to lift that proportion to 10 per cent of the company's revenues, though Mr Sakamaki adds that he has not set a firm deadline for that target.

Encouragingly, Nomura executives point to the way in which Nomura's original business in Asia, selling Japanese equities to local investors, has now broadened to selling Asian equities within the region.

Nomura, like other securities houses, has found that its research base has become increasingly important to supporting equity sales. "It is very important to build a strong research platform to respond to the needs of our customers," says Mr Sakamaki.

Over the past five years, the company's research affiliate, Nomura Research Institute, has more than quadrupled its team of equity analysts to just under 1,000, of which an increasing number are being asked to specialise in industry sectors.

The changes at work are incremental and subject to some uniquely Japanese constraints - and yet there is no doubt that the mighty Nomura is recovering confidence.

■ **FOREIGN INSTITUTIONS:** by Emiko Terazono

# Long road back to Tokyo

Deregulation of the finance sector has suddenly started to make Tokyo seem less inhospitable to foreign investors

Some foreign companies now see potential for profits in the Tokyo financial markets as the Japanese government begins gradually to ease its administrative grip.

Deregulation in the domestic financial markets has already benefited foreign asset managers and the institutions which service them as the government, facing an ageing population, has started to open up the pension fund market.

The change in mood follows several years in which foreign institutions had been leaving Tokyo, raising concern about its decline as an international financial market.

Earlier this year DE Shaw, a New York based broker specialising in equity linked products, launched operations in Tokyo just as the Japanese government prepared to ease the pension fund rules restricting investment consultancies' access to corporate pension fund management and limiting fund allocation to various investment products.

From April, investment consultancies including foreign asset managers will be permitted to manage up to half the assets of private sector employee pension funds, worth a total of ¥38,000bn. Investment advisers' access is currently limited to just a third of those funds, and from March 1999, the restrictions will be lifted completely.

In the past foreign fund managers have secured higher returns than the leading Japanese fund managers, and the change is likely to encourage pension funds to entrust more money to the foreigners.

DE Shaw says it is feeling the impact of such changes, as business from investment managers looking for higher returns in equity linked products has risen. The company also hopes that by entering Japan when every other foreign institution seems to be departing, it can make a positive impression on Japanese clients.

The government will also ease curbs on investing pension fund monies managed by trust banks, the largest domestic managers of pension funds. Trust banks have been obliged to hold at least 50 per cent of funds in safe investments. The maximum limit on equities and foreign currency denominated asset holdings has been 30 per cent, and property investments have been restricted to 20 per cent.

But they will no longer have to invest at least half their funds in government bonds or other safe assets, and the changes are expected to persuade the trust banks to increase investment in foreign securities and domestic equities.

Meanwhile, the government will allow national pension funds for the self-employed, which total some ¥490bn, to allocate their funds, which have until now been entrusted to insurance companies and trust banks, to investment advisory companies.

Many of the leading corporate pension funds have started to prepare for the deregulation. Nissan Motor, the country's second largest car maker, and NEC, the electronics concern, recently announced that they were considering reducing the proportion of their pension fund assets currently managed by life insurance companies.

Nissan intends to reduce the proportion of its ¥260bn pension funds allocated to life insurers by 1 or 2 percentage

points from 60 per cent from April. It wants to shift the funds to trust banks and investment advisers. NEC says it was studying a range of options for diversifying more than ¥380bn in its corporate pension funds.

Other pension funds have already started to appoint foreign managers. For example, a Japanese auto-parts industry pension fund has appointed the Japanese arm of National Mutual Life Association of Australia, an Australian life insurer, to manage ¥700m. Kinki Coca-Cola Bottling also recently announced that ¥6bn in pension funds will be managed by Scudder, Steves &

**There may be prospects in the asset backed securities market**

Clark, a US fund manager, from June.

Industry analysts also note that there may be growing opportunities in the asset backed securities market, which is almost non-existent in Japan. In February, the Japanese government pledged to introduce an asset-backed securities market to US financial officials during bilateral financial services agreement talks.

Japanese officials are looking at the products to provide a quicker resolution of the country's banks' bad loan problems. Banks are currently unable to dispose of the collateral against their bad loans, but if the loans are repackaged as asset-backed securities, they could be traded. Foreign institutions, especially US investment banks, have accumulated expertise in handling asset-backed securities and are

expected to benefit from the development for such a market in Japan.

However, deregulation and other changes in the Tokyo financial markets may be too slow to bring back those foreign institutions which have already left Japan. As costs started to outweigh the profits and opportunities, many of the foreign brokers who arrived in Tokyo during the late 1980s quickly transferred their head offices and derivatives trading to other Asian centres, namely Hong Kong and Singapore.

A survey by Mori Building Shoji, a Japanese property developer, conducted last year highlighted the "hollowing out" of Tokyo's financial markets. Mori said that of the 52 foreign financial institutions surveyed, eight had already moved their derivatives trading to other parts of Asia.

Companies gave high corporate taxes in Japan, which is more than double that of Singapore and three times that of Hong Kong, as the main reason for leaving Tokyo. Of the three countries, only Japan levies securities transaction taxes on brokerage companies.

Of the 32 companies, 11 had removed their Asian headquarters from Tokyo with nine moving to Hong Kong and two to Singapore. Only two had maintained their regional headquarters in Tokyo.

Such shifts have prompted some Japanese financial companies to follow suit. Nittan, a leading Japanese currency broker, last year announced that it would shift its foreign currency options operations to Singapore from Tokyo. Nittan said some 60 per cent of options trading by foreign banks have left Japan. The move followed a similar announcement by Kobayashi, another currency broker, which shifted its dollar/Deutsche mark trading operations to Singapore.

■ **CONSUMER FINANCE:** by Michiyo Nakamoto

# Debt taboos are easing

The expansion of consumer borrowing reflects a radical change in social attitudes on personal debt

Being in debt has long been considered a shameful state of affairs among many older Japanese.

Someone unable to repay his debts is seen as a man running away from his family and friends in the dark of the night with just a small bundle of clothes on his back.

However, the stigma attached to borrowing money clearly has not been passed down to the younger generation.

In recent years, the Japanese have acquired a voracious appetite for credit, which has supported a remarkable growth in the consumer credit market. Since the 1980s, in particular, growth in the consumer credit industry has been noticeably buoyant.

Between 1980 and 1992, Japan's GDP doubled but the value of consumer credit provided grew 3.2 times, says Promise, a leading consumer finance company. The growth in consumer loans was even stronger, increasing 4.5 times fold in value during that time.

The growing Japanese acceptance of debt has supported a rise in the ratio of consumer credit outstanding against dis-

posable income from 16.7 per cent in 1986 to 25.8 per cent in 1992, according to Japan's Economic Planning Agency.

Since the sharp fall in Japanese asset values in the early 1990s, there has been a slight setback in the industry. The consumer credit industry paid out new loans totalling a record ¥70,719bn in 1994, says the Japan Consumer Credit Industry Association.

But within the market, there has been a structural change since the collapse of Japanese asset prices over the past few years. Banks, which accounted for a significant part of the market, have largely withdrawn while companies which specialise in consumer finance have seen demand rise strongly.

As asset prices in Japan surged to astronomical heights in the late 1980s, Japanese banks lent large sums of money that were often used for speculative purchases of golf-club membership, stocks and art works. Individuals and companies frequently poured money borrowed from banks into assets which they believed would multiply in value.

Since asset prices have plunged, this activity by the banks has been curtailed while the banks themselves strictly curbed consumer credit.

Consumer finance specialists and sales credit companies, on the other hand, lend small sums of unsecured cash which is used mainly to pay for pur-



A voracious appetite for credit has developed

chases made on impulse or personal entertainment.

Even as asset prices have plunged, there has continued to be a growing need to be a growing need among Japanese consumers for small-lot cash loans.

"While new consumer loans made by the banking sector, averaging ¥3m per borrower, are declining, small-lot cash loans of leading sales credit companies and some consumer finance specialists are growing at a double-digit rate in fiscal 1995," says ING Baring Securities.

The growth in consumer cash loans highlights the need felt by Japanese consumers for easy-to-borrow money as well as the success of the consumer finance companies in meeting it.

On busy street corners and station hallways in Tokyo, passers-by are frequently handed packets of tissue paper carrying advertisements for cash loan companies, complete with a free-dial number.

For those who are still shy to borrow, finance specialists have recently devised remote account-opening systems which enable users to open an account via a TV monitor, rather than face-to-face with a teller.

The convenience of borrowing from consumer finance specialists, which can extend loans on the day of application, is unmatched by financial institutions which require a longer application process.

Consumers seem so eager to spend that even interest rates of about 25 per cent are no obstacle and the efforts of consumer finance companies to find new users are paying off handsomely.

Promise, one of the large four consumer finance specialists, says it maintains

net growth in customer accounts of more than over 100,000 a year.

In contrast to the continuing gloom at the banks, weighed down by the enormous burden of bad debts incurred during the bubble years, consumer finance specialists, in particular, have been buoyed by surging profits.

Takefuru, the largest consumer finance specialist, posted recurring profits of ¥70bn yen in the year to March 1995, according to Mr Kouya Hasegawa, an analyst at Nikko Research Centre. This is more than the recurring profits of Sakura Bank, the leader among large banks, which made ¥60bn, he says.

Mr Hasegawa points out that the growing acceptability of cash loans among young Japanese has helped the six large consumer finance companies secure outstanding loans of ¥2,822bn, or a 15 per cent increase in 1994.

Furthermore, the decline interest rates which has not been accompanied by a comparable fall in the rates charged by consumer finance companies, has added to their profitability. A third factor has been the decline in default rates.

Although the presence of re-pay debt has caused many suicides, and individual bankruptcies remain near a peak of 43,645 reported in 1993, default rates among consumer finance companies have declined as a result of tighter credit screening and smaller credit limits, says ING Baring.

Against this background, of spreading acceptance and need among Japanese consumers for quick, easy, small scale cash loans, and greater efficiency in the industry, the consensus is that the consumer finance industry is poised to continue expanding strongly.



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KYO

# INVESTING IN SOUTH AFRICA

## After the miracle, the impossible

The biggest challenge facing the nation is to reverse the unemployment trend, writes Roger Matthews

The political euphoria that has enveloped South Africa for almost two years has not yet evaporated, but it is fast giving way to a more sombre mood as the immensity of the economic task ahead comes into sharper focus.

President Nelson Mandela has committed his final three years in office to what he does best: continuing the process of national reconciliation. But he acknowledged that his achievements will only be durable if accompanied by growth and development for all sections of society, and especially that half of the population which has an income of less than R300 (US\$10) a month.

There is broad agreement between the government of national unity and the private sector on the targets that have been set, and the serious constraints to growth which exist. The debate now being joined with growing vigour is how to reach those goals, and the balance to be struck between market-oriented policies, and the government's desire to achieve greater social justice.

The economy grew last year by 3.5 per cent, the best performance for nearly a decade, despite the drought which cut agricultural output. But, according to the Reserve Bank, the first three years of the economic upswing which started in the second half of 1993, produced a net gain of only 12,000 new jobs in the formal sector. Unemployment, officially measured at 33 per cent of the workforce, has therefore continued to rise.

If the present rates of economic growth continue, the South Africa Foundation, which represents the country's

50 biggest companies, forecasts that unemployment will increase over the next five years to 38 per cent due to the 300,000 or more new job seekers every year.

Ministers and industrialists agree that the nation's single biggest challenge is to halt and then reverse the unemployment trend. They also agree that a sustained annual growth of at least 6 per cent has to be achieved. Thabo Mbeki, the deputy president, said last month: "The preconditions for lifting the growth rate to the 6 per cent target by 2000, and creating 300,000 to 500,000 new jobs a year, are an increase of approximately 10 per cent a year in non-gold exports, and major investment by both the public and private sectors."

Tougher legislation aimed at curbing any abuse of market dominance is due this year. But the conglomerates say their relative dominance has been achieved by efficiency and competitiveness, and it is these qualities which have deterred foreign rivals.

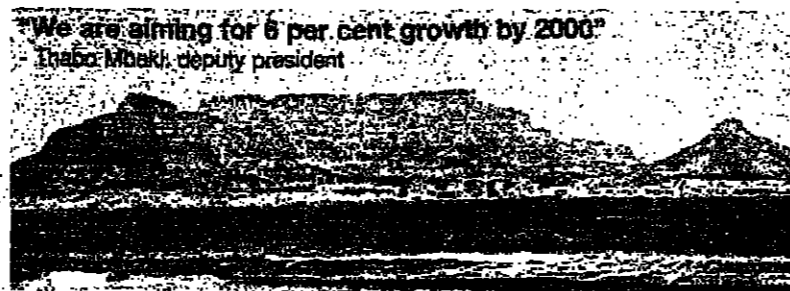
The government's problem in contributing more than a modest amount to the investment requirement was underlined by this month's budget, described by Chris Stals, the Reserve Bank governor, as "a very important structural deficiency". He said gross domestic product, but a higher cost of servicing government debt which will absorb one rand in every five that are collected.

Increasingly, government is having to borrow to finance current expenditure while the amount earmarked for capital expenditure in the new financial year has fallen from 2.7 per cent of GDP to 2.5 per cent, less than half the projected fiscal deficit.

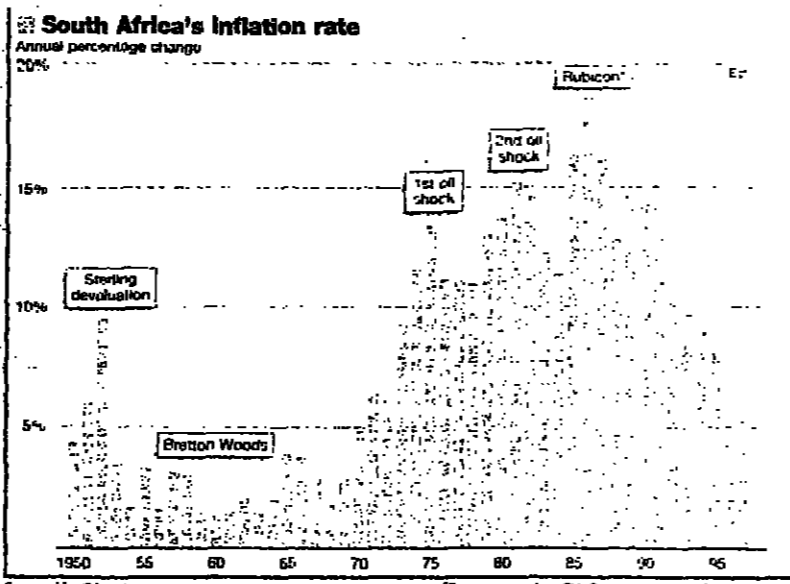
Arguing for deeper cuts in the deficit, Dave Mohr, chief economist at Old Mutual, said: "Large deficits crowd out private sector growth and investment. The government hijacks too large a proportion of productive resources and capital, leaving little for private sector expansion."

This problem is exacerbated by South Africa's poor savings record, described by Chris Stals, the Reserve Bank governor, as "a very important structural deficiency". He said gross domestic saving had fallen in the first nine months of last year to 16.7 per cent of GDP, compared to 17.2 in the same period the previous year.

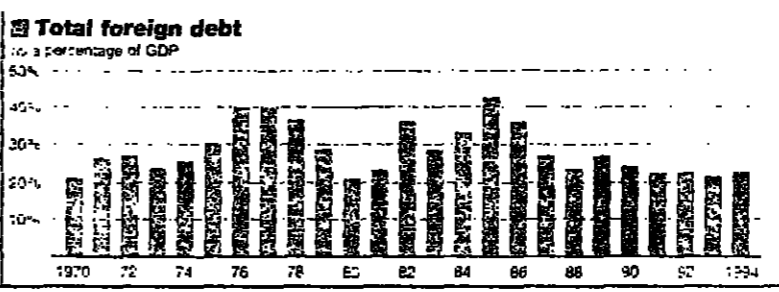
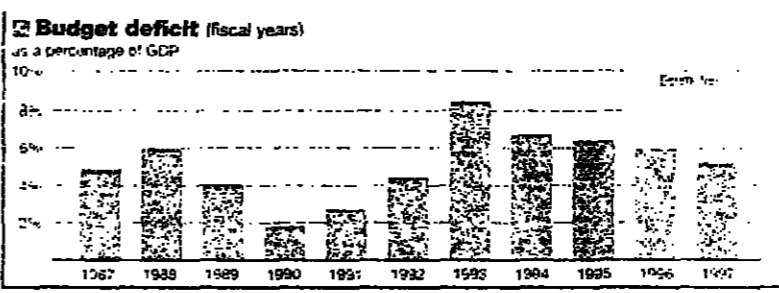
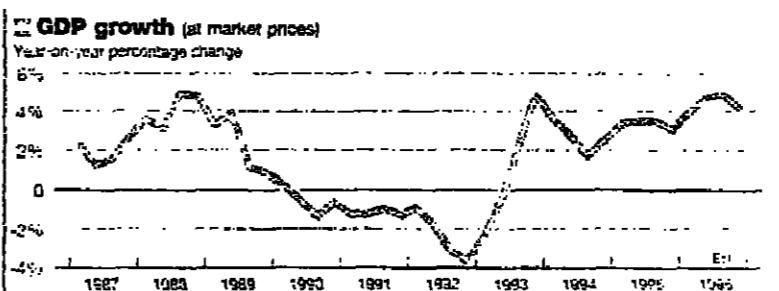
Macro-economic analysis shows that if we want to maintain growth of anything like 5 per cent then we must save at least 25 per cent of our total income. Fast-growing economies in the Far East have been saving more like 35-45 per cent



"We are aiming for 6 per cent growth by 2000" Thabo Mbeki, deputy president



Source: Merrill Lynch



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Editorial production: Roy Tom. Statistical research: Abdul Basim.

of their GDP. Last year South Africans saved on average just R2 out of every 100 they earned.

These concerns, allied to fears about the political stability after the departure of Mr Mandela, appear to have had a greater impact on potential foreign investors than on local companies. Gross domestic fixed investment rose by 10.5 per cent last year, the value of imports surged by 29 per cent largely due to replacement of out-dated machinery, and exports rose by nearly 20 per cent. Business confidence remains high, although there is evidence that some companies are close to the limit of manufacturing capacity.

If this does lead to growth peaking at about 4 per cent, the government will have to pay more attention to the concerns of investors, while seizing on its comparative international advantages. Apart from deep cuts in the budget deficit, the South Africa Foundation

has called for more flexible labour markets, a rapid privatisation programme, the dismantling of exchange controls, a reform of the tax system, tough action on crime, and the creation of a social safety net to catch those in greatest need.

Tito Mboweni, the labour minister, dismissed the foundation's proposals as "ridiculous", particularly its idea of allowing some workers to be employed outside the provisions of the new labour law to be enacted soon. But the differences between government and business may be narrower than they seem on some issues, and be more about timing than direction.

The government is committed to removing exchange controls, which it knows are not liked by investors, and has taken the first steps. But it has rejected a "big bang" because of the dangers that, should it backfire, the impact of reimposing controls would be disastrous for investor confidence.

It has adopted the same gradualist approach to privatisation, where ideology and the unions provide an additional obstacle. Telkom is likely to be the first state enterprise to take a foreign minority equity partner. The process will accelerate as government and unions are forced to accept that the ambitious development programme, particularly the goal of building 200,000 houses annually over five years, cannot be achieved without greater private sector involvement.

The dismantling of foreign exchange controls will also create more opportunities for foreign investors as the biggest conglomerates, especially those with strong mining interests, liquidate assets to expand overseas. Other areas opening up include tourism which, despite South Africa's natural advantages, contributes just 2 per cent of GDP, compared to the international average of 6 per cent. Mr Mbeki said that in

recent years, the government has been reluctant to do so, but the economic benefits are clear. South Africa is also likely to be the first state enterprise to take a foreign minority equity partner. The process will accelerate as government and unions are forced to accept that the ambitious development programme, particularly the goal of building 200,000 houses annually over five years, cannot be achieved without greater private sector involvement.

Most of this would have been unthinkable a few years ago, along with other areas opening up include tourism which, despite South Africa's natural advantages, contributes just 2 per cent of GDP, compared to the international average of 6 per cent. Mr Mbeki said that in

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2 INVESTING IN SOUTH AFRICA

The economy: by Roger Matthews

# Consolidating the successes

Mr Liebenberg's budget underlined how little room there is for manoeuvre

Growth last year at 3.5 per cent was the highest since 1988, inflation at 8.7 per cent the lowest since 1972, and business confidence is at its most buoyant for more than a decade. These are achievements in which the government of national unity takes pride as it enters its third year in office, with the additional bonus of an established reputation for fiscal discipline, acquired despite the inevitable costs incurred by the political transformation of the nation.

It may seem perverse to the African National Congress and to Chris Liebenberg, the minister of finance, that this should also be the moment at which the most serious criticism of the government's economic policy should be voiced for the first time. The South Africa Foundation, which represents the country's biggest 50 companies, argued in its document "Growth For All", that the

euphoria over the political change was drawing attention away from the country's immense economic challenges. "If these economic challenges are not met, and economic policy is not transformed, then the world will forget about the political miracle before long, because its economy will have failed," it warned.

Both sides broadly agree on the objectives spelled out by Thabo Mbeki, the deputy president, who is in overall charge of economic policy. He said the goal had to be annual growth of at least 6 per cent by 2000, the annual creation of 300,000 to 500,000 jobs, and the provision of basic household infrastructure for the entire population by 2005. The gap that divides government and business is the assessment of how this should be done, and what is politically possible.

Mr Liebenberg's budget, the third introduced by the present government, underlined how little room there is for manoeuvre. Faced by a deficit equivalent to 6 per cent of gross domestic product, and continuing strong pressures on spending, he produced a cautious

document aimed at consolidating the successes already achieved. The new target for the fiscal deficit was set at R28.8bn, or 5.1 per cent of GDP, achieved largely through a R1.9bn sale of strategic oil reserves, and a hoped-for R1.5bn increase in revenue collection. But the government balked at a 1 per cent increase in the level of value-added tax

**Business confidence is exceptionally buoyant**

following strong opposition from the unions. Had Mr Liebenberg been allowed to increase VAT to 15 per cent, the deficit could have been brought down to below 5 per cent, a target that he acknowledged might be more desirable. Chris Stals, the governor of the Reserve Bank, has pointed to growing evidence that the present recovery, which began in the third quarter of 1993, is showing signs of slowing, particularly in the manufacturing

sector, and that 1996 could see growth reach a peak of about 4 per cent. Mr Liebenberg added in his budget speech: "As the international growth outlook has become less favourable, we are mindful that the budget deficit reduction should occur more rapidly than the 0.5 percentage point per annum originally targeted." But he stuck by his contention that "gradualism" had to be maintained because "a drastic reduction in the deficit would require ill-considered and disruptive curtailment of public services".

One result of this gradualism is a further increase in the cost of servicing government debt, which is set to rise to nearly 20 per cent of total revenue in the financial year beginning on April 1, compared with 18.5 per cent the previous year. As Mr Liebenberg pointed out, the main effect is to "crowd out other expenditure items and to increase the lack of fiscal manoeuvrability". Total government debt is projected at R311.6bn, or 55.6 per cent of GDP.

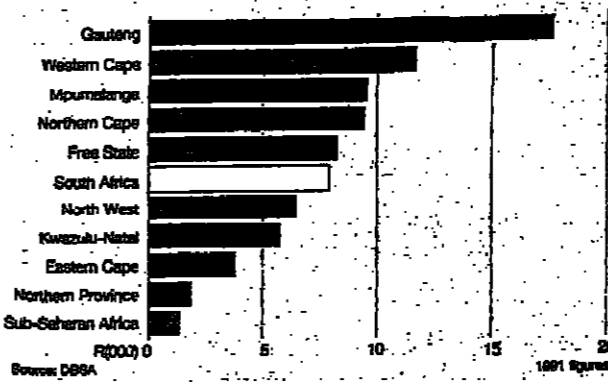
According to the South Africa Foundation, this is a dangerously high figure, and it

warned that "the budget deficit could balloon in the next and inevitable economic downturn". It urged an annual budget deficit reduction of 1.5 per cent of GDP, to be maintained until it reached 2 per cent, "in line with recent international norms". To achieve this it suggested a reduction of 4 per cent in government spending as a percentage of GDP over the next two years, with up to 150,000 jobs being cut over five years.

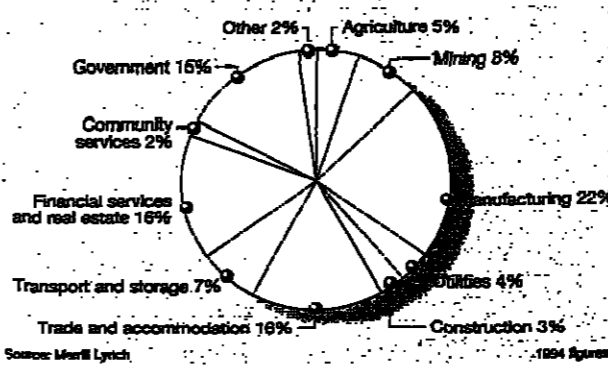
Private sector economists also pointed out that with the government's salary bill amounting to some 40 per cent of its spending there is increasingly little left for capital expenditure. Mr Liebenberg agreed it was cause for concern that budgeted capital expenditure would decline from 2.7 per cent of GDP to 2.5 per cent in the new financial year. This is in part explained by the slow delivery of some government programmes, particularly housing which was far below target and contributed substantially to nearly R10bn in budget roll-overs.

All of which left Mr Liebenberg with little scope for pro-

Nominal GDP per capita



Composition of GDP



viding relief for the hard-pressed taxpayer, or offering investment incentives to the private sector. By raising the threshold at which the top

marginal tax rate of 45 per cent takes effect, he was able to provide some benefit to lower and middle income groups, but the introduction of a 17 per cent

tax on the monthly gross interest and net rental income of pension, provident and retirement annuity funds, will claw some of that back and will do nothing to encourage the urgently needed increase in overall national savings. Mr Liebenberg's present for investors came with a 50 per cent reduction in the secondary tax on companies, essentially a levy on dividends, to 12.5 per cent, and a halving of the tax and stamp duty on share dealings to 0.5 per cent. The total cost to the exchequer was a modest R350m.

There was also little scope in the overall spending increase of 10.4 per cent for individual ministries, with defence suffering most with another 5 per cent reduction, and education coming off best with its allocation increased from R4.3bn to R5.5bn.

If, as Mr Liebenberg pledged, the main government focus this year will be on implementation and delivery, the impact of its policies should be more visible among the poorest sections of society. "They have been waiting patiently for results and we owe them that", he said. But the government's ability to continue delivering will be decided by its response to the challenges outlined by the SA Foundation, especially if the growth rate slows in the second half of the year.

Industry: by Mark Ashurst

# Shock therapy to lure investors

The country may be looking good but attractive figures are no guarantee of good health

For an economy that contributes a mere 1.5 per cent of the world's goods and services and depends on an ailing gold industry for the largest slice of its foreign exchange earnings, South Africa looks pretty good from the outside. Excluding gold and agriculture, GDP growth was more than 5.5 per cent last year, while inflation fell.

"That is what investors look for. We are slowly but surely putting investment back into the system," says Cees Brugemans, group economist at First National Bank. But attractive figures are no guar-

antee of good health. At least 160 companies which disinvested during the apartheid era have returned to take a second look, but few have committed themselves to any long-term investment.

Less than R5bn of foreign capital was sunk in fixed investments last year, although foreign inflows topped R22bn.

More than 80 per cent of this capital was absorbed by the equity and bond markets, where its fickleness was graphically illustrated during last month's devaluation of the rand. An estimated R7bn left the country in a single week.

In contrast to the trickle of investment from foreign companies, domestic fixed investment has soared. In 1995, it totalled R55bn, a year-on-year rise of about 10 per cent.

In the crucial manufacturing sector, new investment by private companies increased 21 per cent to R15.6bn on the strength of the economic boom, sustained growth and a widespread capacity shortage. About one third of capital expenditure in 1995 was absorbed by replacement infrastructure rather than by new development.

The South Africa Foundation, which represents the 50 largest businesses, estimates private sector saving is about 18 per cent of GDP, a level that compares unfavourably with the 35 per cent average in the tiger economies of south-east Asia.

Corporate tax rates are also higher than in the emerging markets of south-east Asia and the former eastern bloc, despite a 50 per cent drop in the secondary tax on company

(STC) dividends to 12.5 per cent in the March 13 budget.

"Abolishing STC would place South Africa on a par with countries such as Argentina, Colombia, Mexico, Peru, Sweden and Switzerland," comments Leslie Boyd, chairman of Amic, the industrial arm of Anglo American. "But it would still leave us at a disadvantage, at times up to 50 per cent, compared with countries that compete directly for western capital."

Drastic policy changes are under way to promote international competitiveness. The principles of self-sufficiency and demand side incentives which characterised policy in the past have been scrapped in favour of what might aptly be described as industrial shock therapy.

High import tariffs are being phased down to levels specified in the General Agreement on Tariffs and Trade. The remnants of the General Export Incentive Scheme of cash rewards to exporters was scrapped this month, although there is little clarity on an alternative system of supply side incentives.

A competition policy to address the role of conglomerates in the domestic economy will be unveiled later this year, in the wake of complaints by Trevor Manuel, minister of trade and industry, that some of the largest holding companies have abused their dominant positions.

The national priority is job creation. Paul Jourdan, special adviser to Mr Mamel, notes that South Africa's "capital-intensive raw material producers that are in the first quartile of international competitiveness. Employment lies in downstream, high value-added industries which exploit our resource and energy advantages". This cate-

gorisation of industry into sectoral clusters, each comprising "upstream" and "downstream" products, underpins the government's industrial strategy.

The 13 clusters targeted by Mr Manuel can be further classified into three types: those which could not withstand international competition, such as textiles or motor vehicle manufacturing, and therefore required "fire-fighting" reforms; those with undeveloped downstream potential, such as petrochemicals or processed metals; and capital goods, notably industrial equipment developed in the mining industry, which Mr Jourdan describes as "more important than the resources themselves".

The most visible reforms to date have been in the capital intensive liquid fuels and motor vehicle industries. Sasol, which manufactures synthetic fuels from coal, will lose R3.4bn by 2000 as the gov-

ernment phases out its annual R1.1bn subsidy and lifts restrictions that prevent oil-importing companies from buying crude stock on international markets.

As a strategic energy reserve developed in the heyday of apartheid, analysts estimate Sasol has absorbed R50bn in government capital. Consequently, it supplies the poly-

**Policy changes are under way to promote competitiveness**

mers used to manufacture value-added plastics, a by-product of its unique manufacturing process, at very low cost. In partnership with Anglo American subsidiary ARCI, Sasol plans to exploit this competitive advantage by shifting its business to the labour-intensive chemicals sector.

Motor vehicle manufacturers, previously protected by tariffs as high as 125 per cent on imported vehicles, have also been shaken by the Motor Industry Development Plan introduced in September. With only 45 per cent of the parts used in a locally-assembled vehicle manufactured in South Africa, the plan allows South Africa's seven domestic car manufacturers to waive duty on imported components to the exact value of their exported goods.

Import duties will also be reduced to the Gatt level of 40 per cent by 2002. The realisation that local plants will not survive these changes without longer production runs and higher exports has prompted R2.5bn in foreign investment from BMW, Toyota and Nissan. Samcor, a joint venture between Amic and the Ford Corporation, will become the world's sole supplier of 1.4-litre Escort engines.

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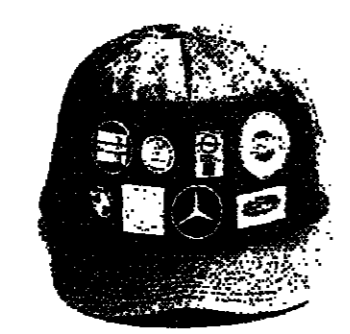
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Privatisation: by Roger Matthews

# Sell-off moves start

### The process outlined for privatising Telkom could pave the way for similar exercises

The government has decided that private capital must play a key role in developing the public sector, and that some state enterprises will have to be privatised.

What remains to be seen is whether it can persuade its sceptical trade union allies, or, failing that, if it has the political determination to press ahead in the face of strong opposition.

The overall process, described officially as the restructuring of state assets, had been making only modest progress until early December when Thabo Mbeki, the deputy president, announced that Telkom, the state telecommunications company, and South African Airways, would both seek minority equity partners. He also revealed that two small regional airlines, and Automet, the state road haulage company, would be sold off.

The government also listed public companies according to the degree of public policy that was involved as a further step in the comprehensive review of the state sector being undertaken by six task teams.

The Congress of South African Trade Unions (Cosatu) was

outraged, claiming it had not been properly consulted, threatened a one-day national stoppage, and succeeded in winning a moratorium on further action while a new set of guidelines was negotiated with a cabinet committee.

It also won a R10m grant from the government to appoint its own specialist advisers. The outcome was a government-union agreement to examine each case on its merits.

The first of these is now ripe for a decision. Pallo Jordan, the minister of posts and tele-

communications, wants now to begin the process of choosing from several international consortia an equity partner for Telkom which is expected to be offered an initial 20 per cent shareholding.

A white paper, recently issued by the minister, spells out in detail a six-year process which allows Telkom a period of exclusivity after which a registrar, yet to be appointed, would oversee a progressive liberalisation.

The timetable would be set to allow potential competitors to plan their entry to the mar-

## A 20 per cent shareholding in Telkom has been proposed

ket and their investment requirements.

The aim is to provide a universal service, towards which the immediate goal is an additional 1m lines in five years, while securing access to the technology which will allow South Africa to keep pace with world developments. The cost of installing 1m new lines alone is estimated at R6bn. The white paper warned: "The new market structure is largely contingent on the assumption that Telkom will be able to access sufficient capital, if it cannot, because of non-resolution of the ownership question, the scenario will be seriously compromised and will have to be reformulated." In other words, if Telkom cannot secure a large injection of private sector capital, it cannot meet the demands of government, or the people.

So clear-cut is the Telkom case that failure to implement the policy outlined in the white paper would represent a severe setback for the entire state sector reform process. But if successfully implemented it could pave the way for a series of similar exercises.

These could simultaneously serve the government's aim of encouraging the development of black-owned businesses, provide a new avenue for foreign investment, and generate funds urgently needed to reduce the state's debt-servicing burden.

Johannesburg Stock Exchange by John Kingman

# Doors thrown open to the world

### The exchange's members had to accept that the case for change was overpowering

Like the rest of the South African economy, the Johannesburg Stock Exchange is fast opening up to the world.

Johannesburg's answer to London's "Big Bang" is in full swing. Traditional "open outcry" floor trading is disappearing in favour of electronic screen-based dealing. Fixed commissions are being abolished. For the first time, corporate members are being admitted.

For many brokers on the exchange, previously a close-knit club, this process of change has been traumatic. Opening the exchange means they will face far greater competition. It is also likely to mean a sharp drop in commissions. Once they are fully negotiable, brokers estimate, institutional commissions could easily drop by a third.

Despite all this, the exchange's members had to face up to the fact that the commercial case for change was overpowering. Once exchange controls are lifted, domestic investors will be free to buy South African shares in exchanges overseas. If the JSE had chosen to keep its commissions high, business would have drained elsewhere.

Roy Andersen, president of the exchange, puts it starkly: "our biggest competition is in London." Shares in 80 of the 610 South African companies listed on the JSE are already traded in London.

But the competitive threat could just as easily have been closer to home. Frustrated at

their exclusion, a group of South Africa's banks openly threatened at one point to set up their own rival exchange.

Whether or not this threat was serious - some doubt it - the banks certainly succeeded in calling the brokers' bluff. Their threat is seen as having made reform unavoidable.

There were, though, powerful political considerations. The exchange was not only a closed club, but a conspicuously white one. Refusing to admit outsiders would have left it conspicuously exposed in the new South Africa.

More mundane forces than these were also at work when the exchange's members voted overwhelmingly for reform last year. Most obviously, many member firms had a direct financial interest in supporting change.

Opening the exchange to corporate members has allowed the biggest firms to sell all or part of their holdings to large international investment banks - at handsome prices. Large stakes in the biggest firms - Smith Borkum Hare, Simpson McKie, Fleming Martin and Ivor Jones - are now held by international banks: Merrill Lynch, HSBC James Capel, Flemings and Deutsche Morgan Grenfell respectively. For those who owned the old firms, the prospect of lavish offers from foreign buyers must have sweetened the pill of reform.

The international banks, by contrast, have bought into businesses whose profits are threatened from three sides. Now that others are allowed into the market, the total fee income cake will have to be divided into smaller pieces. On top of that, competition will inevitably drive commissions down, reducing the overall

size of the cake.

Just as important, though, will be the impact of deregulation on brokers' biggest cost: their staff. New entrants to the market need good people, and such individuals are suddenly at a premium. There is a particular shortage of high-quality research: as a result, the chief executive of one large firm estimates, salary levels for top-rated local analysts have doubled or tripled since the reform process started.

Moreover the new freedom for brokers to trade on their own account, as well as their clients', means taking much bigger risks than brokers have tended to accept in the past. As one broker says, "the problem is that we shall be forced into proprietary trading to sustain our profit margins". For those who get it wrong, the scope for losing large sums is considerable.

The obvious beneficiaries of all these changes will be investors, both foreign and domestic. Competition for their business will be intense. In theory at least, the quality of service should be driven up as prices are driven down.

The changes will not solve everything. The reform package will not, on its own, sort out the exchange's most fundamental problem: its illiquidity. Although the JSE is the world's 12th largest stock exchange by market capitalisation, only 10 per cent of the listed shares are traded.

For investors, this can be a serious problem. There are, though, some encouraging signs. Ten per cent is at least ahead of last year's figure of 6 per cent. Moreover one aspect of the reforms - allowing bro-

kers to trade on their own account - should help a little. In addition, this month's budget included a measure which should be a significant boost to liquidity: the halving of South Africa's tax on share dealings from 1 per cent to 0.5 per cent.

But solving the illiquidity problem is likely to take more than this: its roots lie in the high proportion of shares held, and rarely traded, by a few big companies. As Roy Andersen puts it, "South African companies have tended to invest in everything here that moves". A little under 80 per cent of

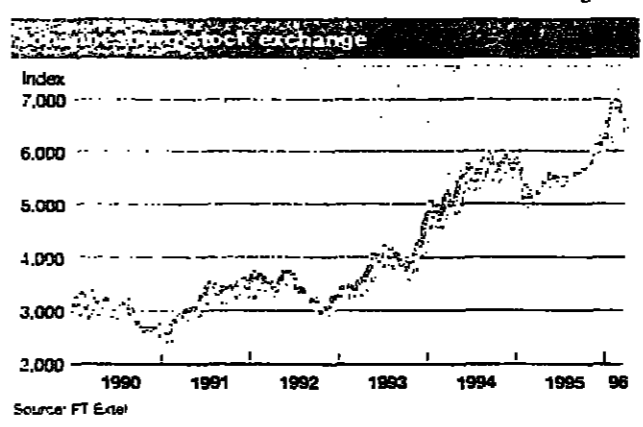
shares on the exchange are controlled by just five groups. Many in the market have high hopes that, as exchange controls are lifted, these companies will have a strong incentive to liquidate some of their local holdings in order to finance investment abroad. South Africa's big insurers, in particular, have so far had no choice but to keep most of their funds in the country; if only to spread their risks, they are likely to shift funds abroad once they are free to do so.

The risk is that, as this process unravels, share prices in the market could also suffer. Valuations are already fairly strong: share prices in the market are 15 times this year's expected earnings, although this does not look out of line against the prospects for earnings growth, which are also high by international standards.

Worries over the unravelling of the "hothouse effect" created by exchange controls means some foreign investors will inevitably remain wary of South African shares until exchange controls disappear and the fallout, if any, can be quantified. But many others have been tempted already: foreign investors were net buyers of R4.8bn (\$1.22bn) worth of South African shares in 1995.

South Africa's inclusion in a number of emerging markets indices is part of the reason. Others are attracted by the country's relatively buoyant economic growth. The end of apartheid, and the arrival of democracy, has also removed a substantial obstacle for many investors.

In its modest way, the stock exchange's own process of root-and-branch upheaval and reform is an apt response.



Source: FT Data

PROFILE Shell South Africa

# This company stayed...

Shell South Africa, a wholly-owned subsidiary of Royal Dutch Shell, has maintained a constant presence since 1912 and is now its second biggest oil company with turnover last year of R4.5bn.

The legacy of oil sanctions imposed by the United Nations during the apartheid era is an oil industry that counts seven domestic oil companies but has known no competition.

Each company is bound by law to purchase crude stock in proportion to its market share from Sasol, a synthetic fuels producer which manufactures crude from coal.

All other crude stocks are imported and retail pump prices are set by the Central Energy Fund (CEF), which manages the country's strategic oil reserves.

Koosum Kalyan, general manager of Shell SA, says it is a highly efficient environment. The Durban refinery which Shell co-owns

with British petroleum is "one of the most capital-intensive and technologically advanced refineries in the world". Profit margins, fixed by the CEF at a flat level for all companies on the basis of a nominal import price, are "very low".

The 1993 Oil Petroleum Act lifted the veil of secrecy shrouding the industry and laid the foundations of a more competitive market. Oil companies can now bid openly for crude oil imports on the international market.

"There are now monthly adjustments to the pump price, and more transparency. We welcome further deregulation and we believe there will be new entrants to

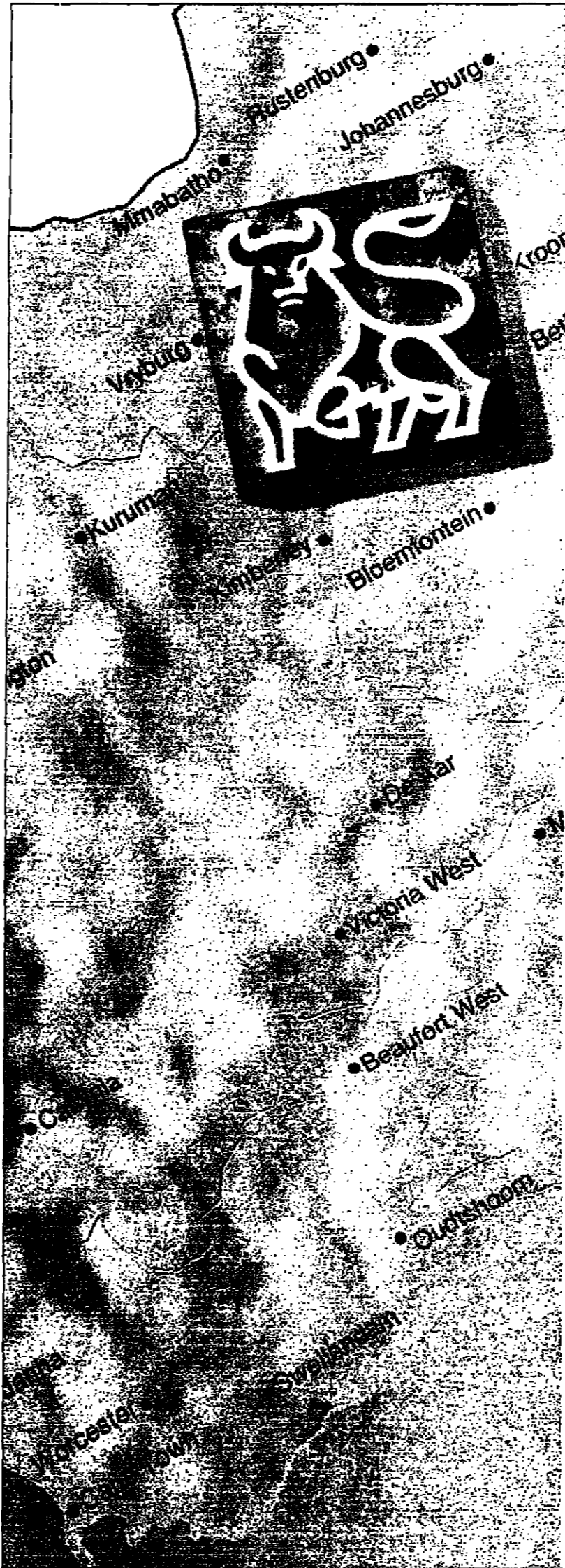
the market in the years ahead," says Miss Kalyan.

Shell is increasing capacity at its Durban plant to meet the growing demand for liquid fuels, a market which is growing by 5 per cent a year. Meanwhile, the industry growth rate was 10 per cent last year, reflecting growing confidence in the deregulation process which is widely expected to result in the phasing-out of price controls by 2000. With a South African market share of 18.5 per cent, Shell's net income last year was R300m after tax, about a per cent of Royal Dutch Shell's total earnings.

Miss Kalyan says Shell South Africa is "vulnerable" to the controversy over the role of its parent company in Nigeria, although it does not import any crude stocks from mainland Africa. She says there has been no drop in local sales.

## The oil industry in South Africa has known no competition

Mark Ashurst



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Exchange controls: by Roger Matthews

# Not whether, but when

### The government has opted to lift controls gradually rather than in a single stroke

"In order to improve the investment climate, the monetary authorities are reviewing, on an on-going basis, the timing and the pace of lifting existing exchange controls. For us, it is not a matter of whether, but of when these controls will be phased out."

President Nelson Mandela's speech to parliament in February remains the most authoritative statement of government policy on the issue of exchange controls, and one that does not appear to have been dented by the sudden dip in the value of the rand later that month.

Chris Stals, the governor of the Reserve Bank, and Chris Liebenberg, the finance minister, will jointly advise the government on the pace at which exchange controls should be dismantled.

While they remain in office international and local speculation about an imminent "big bang" announcement will be misplaced.

They have repeatedly made clear their belief that investor-friendly countries do not have

exchange controls, but the risks for South Africa in abolishing them at a single stroke are too great for the government to contemplate.

Instead, they intend to pursue the gradualist approach already charted. Just over a year ago the financial rand, which protected the economy against the sudden outflow of foreign funds, was smoothly abolished.

The Reserve Bank has since largely withdrawn from providing forward cover for exchange

dealings, and introduced the concept of "asset swaps" whereby local fund managers can exchange assets with foreign counterparts seeking to invest in South Africa.

Mr Stals said recently that applications for more than R10bn in asset swaps had been received.

The next step, forecast by Mr Stals during a hearing of the parliamentary finance committee, will be to allow fund managers to invest up to 3 per cent of new receipts overseas. At

## After the Mexican experience care is needed

the same time the Reserve Bank has also signalled its willingness to be more sympathetic to companies seeking permission to invest overseas, provided the applications meet established criteria.

Greater flexibility is particularly being shown to companies wanting to invest in South Africa's immediate neighbours.

The pace at which further relaxation takes place will be dictated by both political and economic considerations. Continued political stability is an obvious prerequisite, with the markets having shown their anxiety over ill-founded rumours about Mr Mandela's health.

It is also important that there should be no further deterioration in the political situation in the province of KwaZulu-Natal.

Mr Stals will also be watching the levels of reserves closely, and the continuing strength and composition of foreign capital inflows. These inflows topped R20bn last year and there was an encouraging move towards longer-term fixed investment.

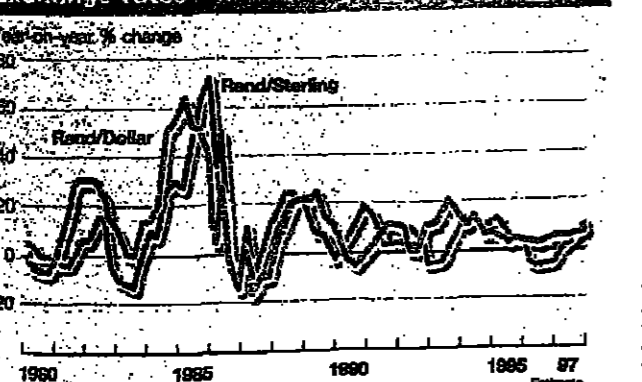
But Mr Stals has warned that it is increasingly difficult to define what is long term because of the pace at which the intentions of investors can change.

"After the Mexican experience we have to be very careful in making assessments about the nature of capital inflows," he said.

Having risen by more than R8bn last year, gold and foreign currency reserves dipped in February for the second successive month to stand at R14.7bn, which represents about seven weeks' imports cover.

Mr Stals may wish to see how that trend develops before he announces the next move in a process that seems unlikely to be completed within the next two years.

Exchange rates



Source: Merrill Lynch

4 INVESTING IN SOUTH AFRICA

■ Labour relations: by Quentin Peel

# The test is yet to come

New industrial laws aim to build on the remarkable improvement in labour relations

It is 7.30 in the morning, in the bustling hotel dining room of the Johannesburg Holiday Inn. Sam Shilowa, general secretary of the Congress of South African Trade Unions, is just sitting down to a working breakfast with top government officials from the ministry of trade and industry.

The subject for discussion is export incentives for South African industry. Mr Shilowa and his fellow Cosatu officials have strong ideas on reforms they want to see in the existing system.

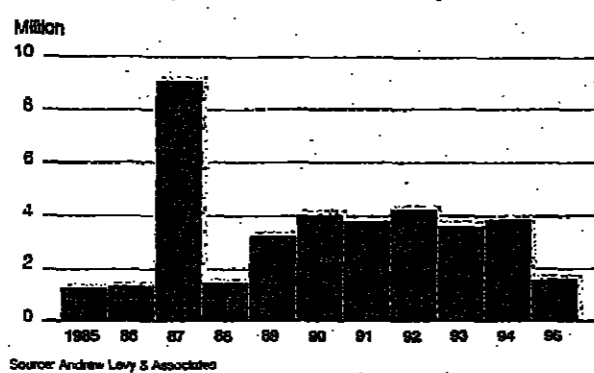
"We have a pretty indifferent export performance in manufacturing," says Ebrahim Patel, the youthful leader of the South African Clothing and Textile Workers' Union, and a leading Cosatu negotiator. "We want export incentives to be more targeted on improving competitiveness."

"The trouble with the present export incentives is that they are little more than a straight subsidy. When they are removed, exporters will find they are still uncompetitive. We need incentives to promote restructuring, new investment, and training."

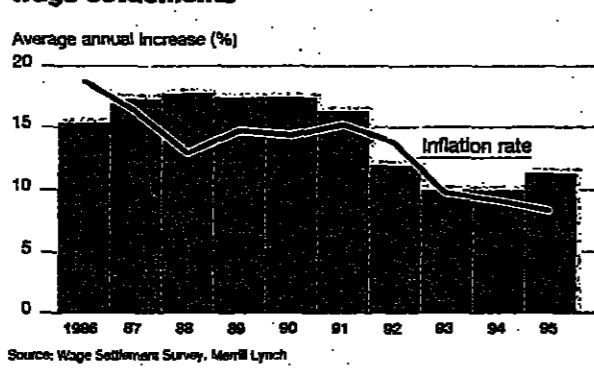
The working breakfast was a graphic illustration of the close relationship between organised labour and the government in South Africa, a reflection of the formal alliance between the African National Congress, Cosatu, and the South African Communist Party. It also underlined the apparent pragmatism of the union movement in spite of - or perhaps because of - a baptism in the fire of fierce opposition to the racial laws of apartheid South Africa over the previous two decades.

Earlier in the week, the same union officials had been locked in negotiations with Alec Erwin, the deputy finance minister (himself a former top official in Cosatu), on final details of the government's budget. The trade unions successfully blocked any increase in indirect taxation, in favour of a tax on pension fund incomes.

Working days lost through strikes



Wage settlements



The relationship between the ANC-led government and the most important trade union federation in the country has been a critical element in the stability and direction of the regime in its first two years. It has undoubtedly contributed to a remarkable improvement in the climate of industrial relations over the past two years. Against most predictions, the number of working days lost in strikes dropped from 3.8m in 1994 to just 1.6m in 1995, which was the lowest level since 1988.

On the other hand, the close relationship between the trade unions and the government has stoked concern within the business community at the threat to corporate competitiveness of costly political concessions to their workers.

The business lobby is worried at the rise in real wage costs, and at the proliferation of labour protection measures pending in new legislation. Both pressures, businessmen fear, will discourage foreign investors and hamper indigenous industry from competing internationally.

According to the latest annual report of the SA Reserve Bank, the rate of increase of nominal wages per worker has slowed only very gradually over the past six years: from an annual increase of 18.4 per cent in 1989, to 15.2 per cent in 1992, 10.5 per cent in 1993 and up again to 11.9 per cent in 1994.

Real wages have been rising faster than real output per worker, leading to a strong increase in unit wage costs. "This development is not only harmful for economic growth, but may also have an adverse impact on rates of return on invested capital," the central bank says. "The decline in the inducement to invest will inevitably undermine the long-term growth potential of the national economy, and of employment growth."

Yet, given the dramatic nature of the political change in South Africa, the absence of a wage explosion is perhaps more remarkable than the fact that there has been a modest rise in real wages. Moreover, government, business and the

trade unions have succeeded in forging an important organisation for debating the vast array of new legislation needed to replace the apartheid state, in the shape of Nedlac, the National Economic Development and Labour Council.

That was the forum which last year produced a new Labour Relations Act, due to come into full force from May 1, 1996, providing far-reaching protection for workers and trade unionists. It includes measures for the protection of strikers, disclosure of information, co-determination (through "workplace forums"), and promotion of centralised bargaining, all of which go beyond the rights even of workers in Scandinavia.

At the same time, however, there are signs of strain within the government-union relationship which suggest that it may well become less harmonious after the initial euphoria of majority rule has worn off. The negotiating process for the Labour Relations Act saw bitter accusations from the unions of government duplicity, and a mass protest at the failure of both business and government to concede to union demands. Labour was calling for compulsory centralised bargaining, and the right to strike against unfair dismissals, as well as a ban on scab labour. Yet, on most of those scores, the government sided with the employers.

There has also been a significant shift in the focus of labour disputes, away from the private to the public sector: more than 70 per cent of the working days lost in 1995 were in the public sector. As the question of possible privatisation comes on to the government agenda - under the guise of "restructuring" - that trend is likely to be accentuated.

The next big item on the labour agenda is a proposed new statute on employment standards. Already it is clear it will stop short of setting compulsory minimum wages throughout South African industry, for fear of choking off job creation. It will seek to reconcile labour market flexibility with protection at the workplace. Like so much else in the new South Africa, it will be a very tough balancing act to maintain.

■ The bond market: by John Kingman

# Painful jolt ends bull run

February's sharp drop in the value of the rand brought an idyllic period to a close

To investors watching the Johannesburg Stock Exchange pushing itself into a new era, the bond market must seem another world.

Most of the innovations under way at the stock exchange have long been facts of life for bond traders. More than half of total bond trading is already screen-based. Corporate traders - principally banks - have a substantial presence, and market-making is well-established.

Most important of all, the bond market has much less of a liquidity problem. Trading volume in the largest issue, a long bond known as the R150, averages nearly 20 per cent of the total in issue.

The market is, however, heavily skewed towards government bonds - known, as in the UK, as gilts. The bulk of the rest are issued by "parastatals" such as Eskom, Transnet and Telkom.

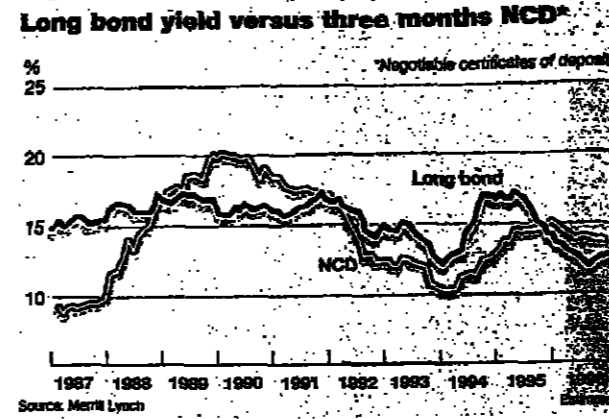
So far, private sector corporate bonds have failed to catch on: only one company, SA

Just to make it worse, turbulence in currency markets coincided with a marked shift in sentiment in world bond markets.

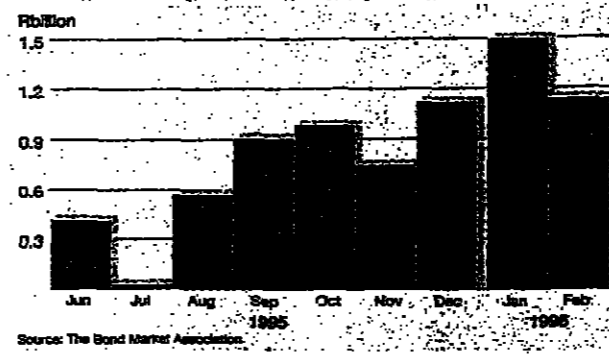
South African long bond yields quickly went into reverse, climbing steeply and ending up close to 15 per cent. Nor were jitters in currency and world bond markets the only factors at work. Fears of a tax on pension fund holdings, as recommended by the Katz commission, were also causing a stir in the market - as it turned out, justifiably so. The new tax - on pension funds' interest and rental income - was duly introduced, albeit at a rate lower than many feared, in this month's budget.

Altogether, the episode has been a painful jolt to the markets. Investors were reminded all too clearly that yields can go down as well as up. But despite it all, many economists are confident that yields need to start falling again.

Their analysis is rooted in a favourable view of the outlook for inflation. Headline inflation fell to 6.4 per cent last September and appears to have stabilised since then. Inflation is widely expected to hover around 7 per cent - a remarkably low figure by the standards of South Africa's high-in-



SA bonds: net foreign purchases



flation past. This confidence in the future partly reflects widespread faith in the reserve bank and its governor, Dr Chris Stals. By keeping short-term interest rates high, Dr Stals has exerted a tight squeeze on monetary pressures in the economy. He shows every sign of continuing to do so.

But there are more fundamental reasons for optimism over the medium-term inflation outlook. As South Africa's economy opens up, competition will continue to exert powerful downward pressure on prices.

The government is aggressively dismantling tariffs on foreign imports; this makes it much more difficult for South African companies to charge prices which, in many sectors, are high by international standards.

According to one study, by the Industrial Development Corporation, compliance with the general agreement on tariffs and trade (GATT) should cut South African inflation by nearly 5 percentage points. Deregulating the domestic economy should also help: phasing out agricultural control boards, for instance, should cause food prices to fall.

For investors who agree with this view of the prospects for inflation, bonds certainly look

cheap. Or at any rate, real yields of around 7.5 per cent look conspicuously high.

This is particularly true given international markets' growing confidence in the South African government. The most obvious yardstick - the spread between 5-year dollar-denominated South African bonds and US Treasuries - has narrowed to around 160 basis points.

Few in the markets would take serious issue with this analysis of economic fundamentals. They might, though, counter that, in the short term at least, economic fundamentals are arguably less powerful movers of bond markets than the balance of supply and demand. In the South African market, there is still a great deal of supply.

The reason is the country's persistent budget deficit. Although this was cut a little in this month's budget, it is still projected to be 5.1 per cent of gross domestic product in the next financial year. It is true that the bond market reacted favourably to this figure - but only because investors feared it could have been even worse.

Few investors doubt that the government would like to cut the deficit. But the obstacles to tackling it are all too real. South Africa's social problems make it difficult to avoid letting public spending grow faster than inflation. To an extent, the government can bridge the gap by increasing taxes even faster. But its ability to do so is constrained by its need to avoid discouraging investors.

As a result, the government is still borrowing to finance its current as well as capital expenditure.

For bond market investors it is, though, some consolation that ministers recognise that this is a problem which has to be addressed, even if they have to do so gradually.

The clear downward path for the deficit sketched out in this month's budget was one bit of good news for the markets. For the government, the incentives to deliver on these promises are real. It is not just a matter of textbook economics: that the deficit is keeping real interest rates high, and continuing to channel South African savings into bonds, not growth-generating private investment, is all too visible.

Both are damaging for a government which needs to generate growth and jobs. The good news for the bond market is that it knows it.

■ Investment banking: by John Kingman

# Foreign invasion on the way

A period of profound structural change is in prospect for many large corporations

Of all the problems companies investing in South Africa are likely to face, a shortage of investment banks is not going to be one of them. "It is," as Mark Katzenellenbogen, a director in SBC Warburg's Johannesburg office, remarks, "a classically overbanked market."

Traditionally, the business has been dominated by a number of strong local companies - some tied to the country's big commercial banks, some independent. But foreign banks are now invading in big numbers.

The most immediate threat comes from international investment banks which have snapped up local banks - more commonly - broking firms. But they are not alone: many others are setting up offices on their own.

It is easy to see what is making international investment bankers lick their lips: for many of South Africa's large corporations, a period of profound structural change is in prospect.

The corporate sector is strong - its market capitalisation is more than twice the economy's gross domestic product. But, as a result of a long period of separation from the rest of the world economy, it is also deeply inbred. Exchange controls have

given South Africans little choice but to invest their cash flows locally, the result is a deeply complex and interwoven set of shareholding structures. Large chunks of the economy are ultimately controlled by a few big groups - industrial holding companies such as Anglo American and the Rembrandt Group, as well as life insurance giants such as Old Mutual, Liberty Life and Sanlam.

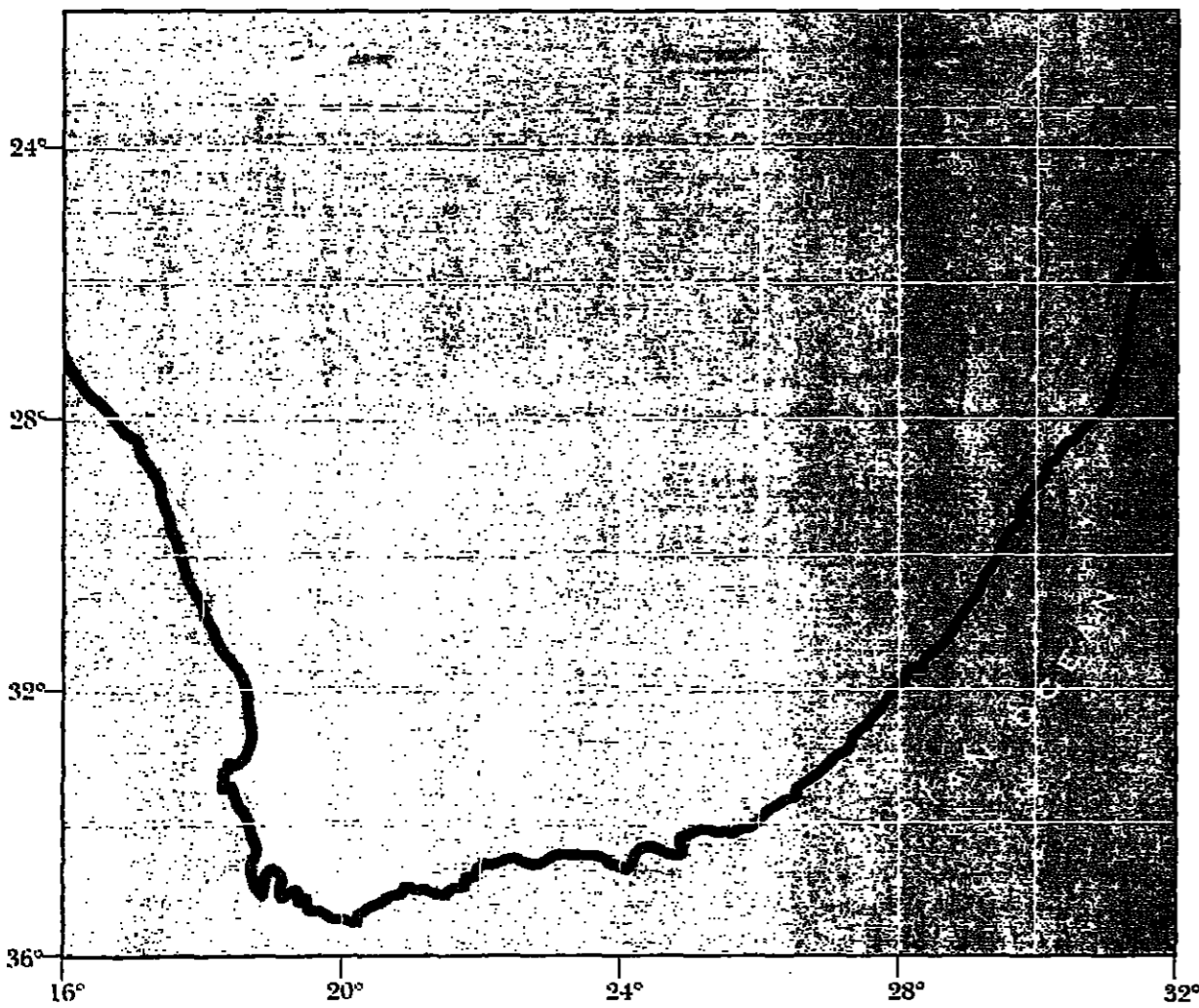
The hope is that, as exchange controls unwind, a period of frenetic corporate activity will begin to unfold. As companies exploit their new-found freedom to invest abroad, they will need to finance their moves - either through raising fresh capital, or by selling off some of their

extraneous holdings in South Africa. Either way, investment banks hope to benefit.

Moreover, if the result is that fewer shares are locked up in big, rarely-traded holdings, South Africa's corporate sector could even see some hostile bids - currently a rarity.

On top of all this, there are high hopes that privatisation will, in due course, create a healthy flow of lucrative work. The problem is that while these prospects may be enticing, they are also some way off. "Many of these corporate structures have taken 40 or 50 years to build up; they are not going to be dismantled overnight," says Derek Prout-Jones, a corporate financier at

Continued on page 5



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Regional development: by Tony Hawkins

# Trade agreement stalled

Pretoria's "big boy on the block" image has worsened since apartheid's demise

It is possible, but unlikely, that the 12 members of Southern African Development Community (SADC) will reach agreement on a regional trade protocol in time for its ratification at a summit in August.

Delays in renegotiating the Southern African Customs Union (Sacu) agreement between South Africa, Botswana, Lesotho, Namibia and Swaziland, increasingly acrimonious trade relations between Pretoria and Zimbabwe and, to a far lesser extent, Zambia, and the sheer one-sidedness in the region point to enormous difficulties in securing a regional trade deal.

Politicians being what they are, it may be possible to stitch together a form of words - a statement of intent - but the timetable for tariff reductions and harmonisation will be a lengthy one stretching into the next century while, if history is any guide, implementation will be both erratic and hesitant.

Ironically, despite the ANC's insistence on "equitable" development in the region - which is simply impossible given South African dominance - Pretoria's "big boy on the block" image has worsened since the demise of apartheid.

The mood of at least some of Pretoria's 11 SADC partners (Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Swaziland, Tanzania, Zambia and Zimbabwe) was captured by Botswana's vice-president and finance minister, Festus Mogae at February's SADC meeting in Midrand, when he said: "We don't feel bullied; we feel ignored."

South African ministers stayed away from the final session of a meeting characterised by sharp criticism of Pretoria's trade policies.

Industrialists in Zimbabwe and Zambia complain that protective import tariffs are keeping them out of the South African market, while their markets are being plundered by South African manufacturers, exploiting the General Export Incentive Scheme (Geis), due to be phased out by the end of 1997, to dump their

products at prices below production costs. Zimbabwe's trade numbers tell the story: between 1989 and 1994, Pretoria's share of Zimbabwe's total import bill rose from 20 per cent to 32 per cent while the trade gap between the two countries widened from \$15m to more than \$48m. Preliminary figures show the trade imbalance worsening further last year.

The situation has been exacerbated by the failure of Pretoria and Harare to negotiate a new bilateral trade agreement covering clothing and textile imports with its main (non-Sacu) trading partner in Africa, Zimbabwe.

Last month, a South African academic, Professor Gavin Maasdorp, of Natal University, pointed out that, because South Africa is classified as a "developed economy" by the World Trade Organisation, Pre-

## Five potential investors will look beyond South Africa

toria would have to offer the same preferential entry terms to all developing countries, so that Zimbabwean exporters would not have any special advantage.

Not only did his assessment create consternation among the Zimbabwean industrialists, but they fuelled demands for increased tariffs and effective anti-dumping duties against imports from South Africa.

A revised Zimbabwe tariff, with lower duties on raw materials but higher tariffs for finished goods, is due to be announced soon. Fears of de-industrialisation loom large in some of South Africa's neighbours.

The penetration of South African retail chains - Shoprite Checkers in Zambia, Pick 'n Pay, Discom, Clicks and Makro in Zimbabwe - is worrying local manufacturers and retailers alike.

The former fear that the South African supermarket chains will buy in bulk and import products into Zambia and Zimbabwe rather than tapping local suppliers.

South African market penetration of the region via investment is growing. It is taking many different forms - retail and hotel chains, mining

(Anglo American's projected development of the Koukoba Deep copper mine in Zambia), manufacturing and banking (the most recent being the Standard Bank of South Africa's purchase of an increased stake in Banco Standard Totta de Mocambique).

Excluding South Africa, intra-regional trade in Southern Africa accounts for less than 5 per cent of total business, which means that there is considerable potential to expand links. Unfortunately, South African dominance and the yawning gap between the level of development in South Africa and most other SADC states is bound to hinder the process of closer regional ties.

There is much loose talk about monetary harmonisation and the free movement of labour and skills, but a recent South African television report of an illegal visa racket in Zimbabwe, claimed that as many as 300,000 Zimbabweans would seek to enter South Africa this year alone in search of work.

South Africa with some 400,000 job-seekers entering its labour market each year, needs 300,000 Zimbabweans, not to mention countless others from other African states, like the proverbial hole in the head. The most promising field for regional co-operation at this stage is not trade but sectoral agreements covering transport, energy, tourism and possibly cross-border investment.

While regional power developments - the export of electricity from South Africa to Zimbabwe, the rehabilitation of the Cahora-Bassa to South Africa power line, and the possible development of the Pande gas project in Mozambique which would pipe gas to South Africa - have been positive, transport co-operation has run up against a snag in the form of the visible deterioration of the South African customs service.

Here again Pretoria is blamed. Because of corruption within its own customs department, South Africa imposed a 125 per cent duty surcharge on traffic transiting the country en route to Malawi, Zambia and Zimbabwe.

Announced late last year, the surcharge, which was to have covered all transit traffic, was postponed and subsequently amended to cover mainly sensitive freight (clothing, drink and tobacco, electronic goods, etc).

Black empowerment: by Mark Ashurst

# Little progress in unbundling

The legacy of exchange controls, is a network of cross-holdings among companies

"It has been a painful realisation that not everybody who wants to do business with you has your interests at heart," comments Vusi Khanyile, executive chairman of Thebe Investments.

The portfolio of Thebe, the largest of the black-controlled holding companies not yet listed on the Johannesburg Stock Exchange, ranges from health care to merchant banking and from car hire to information technology. It is a mark of the changing attitudes to emerging black business that analysts are now more likely to speculate on the group's asset value, which has never been disclosed, than on the allegations of political patronage which led to the resignation of its board of Nelson Mandela and Tokyo Sexwale, now premier of Gauteng province, in the run-up to the April 1994 election.

"We concentrate on sectors where there are the greatest racial disparities, where we can improve the quality of life of our people," says Mr Khanyile. Since starting life in July 1992 with seed capital of R100 000, it has acquired assets widely estimated at about R250m, most of them funded by borrowing. The group also controls an airline, an hotel group and a cinema chain.

"Thebe started with political money, and is now the most business-like and entrepreneurial of all the black groups," observes one analyst. According to Michael Spicer, alternate

director at Anglo American Corporation: "From a market viewpoint, every single area of debate on black economic empowerment has evolved in a satisfactory way. So one has less crude ideology, fewer fanciful abstract debates, much more pragmatic and practical outcomes."

Consequently, the process of unbundling white-owned conglomerates to broaden the spread of economic power in post-apartheid South Africa has been slow. "For people who own companies, the desire for control is a driving force. I don't know why this is taking so long," says Mr Khanyile. His sentiment echoes President Nelson Mandela, who warned in his opening address to parliament last month that: "We cannot build or heal if we continue with business as usual."

Scarcity of funds

There are 12 black-owned companies listed on the Johannesburg Stock Exchange with a combined value of R7bn, slightly less than 0.6 per cent of the market's total R1,200bn capitalisation. According to Jonny Sandier, chief executive of New Africa Investments, largest of the black-owned conglomerates, this reflects the scarcity of funds. "It is very difficult for black business to raise capital," he says.

There are also structural deficiencies in South Africa's corporate sector. The legacy of exchange controls, designed to prevent capital outflows, is a labyrinthine network of cross-holdings among companies forced to invest profits at home.

More than 70 per cent of the JSE by market capitalisation is controlled by four corpora-

tions: Anglo American, Sanlam, the insurance group, Rembrandt, the tobacco and luxury goods group, and SA Mutual, the insurance and financial services group. Two of these, Anglo and Rembrandt, are controlled by their founding families, the Oppenheims and the Ruperts.

Black investors confronted by poor liquidity and a high price to earnings ratio on the best industrial stocks have depended on white conglomerates to divest strategic holdings. Attempts to reduce the cost of borrowing and the imperatives of black empowerment have also brought a new lease of life to pyramid structures, one of the most controversial features of white-owned corporations.

For example, New Africa Investments, owners of the Metropolitan Life Insurer unbundled by Sanlam in 1994, counts among its shareholders at least 20,000 individuals and trade unions representing more than 500,000 people. But control lies with its holding company, Corporate Africa, chaired by Nthato Motlana, formerly Nelson Mandela's physician, and prominent black business leaders. New pyramids of more than one tier are forbidden.

Similarly, Real Africa Holdings, the second biggest black-owned listing, controls African Life insurers through a weighted 47 per cent shareholding, but is itself controlled by parent Real Africa Investments. Its founder and chairman, Don Ncube, gained his first exposure to pyramid structures during a 20-year career at Anglo American.

"This is political control, and it is not commensurate with economic control," notes one

black businessman. At the core of the debate is the question of whether black economic empowerment is best served by black control of a few companies, or by an array of minority holdings in a more diversified portfolio. This issue has been brought into sharp focus by Anglo American's attempt to sell its 46 per cent stake in Johnnic, the industrial holdings group, to black interests.

## Little headway

The sale includes minority holdings of 13.4 per cent in South African Breweries, 26.4 per cent in the local Toyota subsidiary and 27.4 per cent in Premier retail group, but has made little headway since it was announced two years ago. At R8bn, the price tag is beyond the reach of most black consortia, prompting Anglo to announce recently that it was prepared to "repackage" the sale into smaller components or negotiate a gradual transfer of the assets. But such changes could jeopardise the support of trade unions involved in black consortia, which believe the minority holdings would boost their influence in leading labour-intensive industries.

Black groups may also be reluctant to commit large funds ahead of the partial privatisation of state assets earmarked for "restructuring" later this year. These include Telkom, the telecommunications operator, Eskom, the electricity provider, and South African Airways. "If one were able to raise that kind of money, it is an open question whether Johnnic is the best opportunity," says Mr Khanyile. The existing white conglomerates have little incentive to convince them.

Southern Africa's economic performance

| Country        | Market size<br>GDP 1994<br>(US\$m) | Population<br>1994<br>(000) | GNP per<br>head<br>1994<br>(US\$) | GNP growth<br>per head<br>1988-1994<br>% pa | Manufacturing<br>share in<br>% of GDP |
|----------------|------------------------------------|-----------------------------|-----------------------------------|---|---------------------------------------|
| Angola         | 5,000                              | 10,874                      | 590                               | n.a.  | 2                                     |
| Botswana       | 4,035                              | 1,443                       | 2,800                             | 6.5   | 4                                     |
| Lesotho        | 1,400                              | 1,926                       | 700                               | 0.5   | 18                                    |
| Malawi         | 1,580                              | 10,843                      | 140                               | -2.0  | 23                                    |
| Mauritius      | 3,510                              | 1,104                       | 3,180                             | 5.5   | 18                                    |
| Mozambique     | 1,330                              | 16,614                      | 80                                | 3.5   | n.a.                                  |
| Namibia        | 3,050                              | 1,500                       | 2,030                             | 3.4   | 9                                     |
| Swaziland      | 1,050                              | 906                         | 1,160                             | -1.3  | n.a.                                  |
| Tanzania       | 2,100                              | 29,846                      | 90                                | 1.1   | 5                                     |
| Zambia         | 3,200                              | 9,198                       | 370                               | -1.3  | 23                                    |
| Zimbabwe       | 5,425                              | 11,002                      | 490                               | -0.8  | 25                                    |
| Total          | 32,680                             |                             |                                   |   |                                       |
| South Africa   | 125,200                            | 41,581                      | 3,000                             | -1.4  | 23                                    |
| Regional total | 167,880*                           |                             |                                   |   |                                       |

\*Of which South Africa = 75 per cent

Source: World Bank Atlas and Economist Intelligence Unit

# Foreign invasion on the way

Continued from page 4

Rand Merchant Bank. Many bankers must also have been disappointed that this month's budget envisaged no privatisation proceeds at all.

In the meantime, with pickings still rather lean, competition has become intense. No doubt as a result, many international banks have chosen only to establish a modest foothold in the market. Morgan Stanley, for instance, has an office with only four staff in Johannesburg; the same company employs 120 in India.

So far, the domestic and international banks are tending to focus on different parts of the market. Although several of the local banks now have offices overseas, most expect to continue to concentrate on the domestic market. "When it comes to big international issues, we are by and large content to play second fiddle," comments Jacko Maree, managing director of Standard Corporate and Merchant Bank.

By contrast with the big brokers, few local banks have so far forged formal alliances with international firms.

Similarly, many international banks are - content to being at least - content to leave purely domestic work to the local houses. They have good reason to do so: fee levels for domestic work in South Africa have traditionally been low by international standards.

But this live-and-let-live approach may not last. At least one group - the big brokers which have tied up with international companies - is

already planning to step up its competition with the local merchant banks for domestic corporate finance work. As Roy Andersen, president of the stock exchange, puts it, the international banks "have not just been buying brokers; more importantly, they have also been buying a research capability and corporate client lists".

Many in the big broking houses are certainly hoping that the local banks have shot themselves in the foot: by pressing for the stock exchange to be opened up, the banks have achieved their aim of getting into broking.

But the same reforms have allowed the brokers greatly to strengthen their corporate finance arms.

In theory at least, the brokers' new international links should give them a competitive edge. A South African company wanting to sell a subsidiary might well, for instance, want more access to international buyers and markets than a purely local merchant bank is able to offer.

On the other hand, the local banks argue that, by remaining independent, they have the freedom to forge international links on a deal-by-deal basis, without being tied to the particular strengths and weaknesses of a single international house.

"Do we tie up with just one player, and accommodate their deficiencies? That's the dilemma," argues Martin Keyser, another Rand Merchant Bank corporate financier.

Moreover, the local banks have another reason to feel relaxed about their new com-

petitors: they have other strengths to fall back on. Traditional corporate finance work, though probably the most high-profile part of their activities, is not by any means the biggest source of their profits.

For instance Investec, one of the big local merchant banks, derives 13 per cent of its profits from securities trading and 42 per cent from private banking and asset management.

Only 30 per cent comes from corporate banking, of which traditional bank lending forms a substantial part.

On the other hand competition is unlikely to restrict itself to corporate finance work. In asset management, for instance, purely domestic houses are likely to be at a competitive disadvantage where South African customers want to put their investments into an internationally diversified portfolio.

In other areas, it may not be so easy for newcomers to knock incumbents off their perch. Standard Corporate and Merchant Bank, for instance, cites its strong position in foreign exchange - it believes it has 35 per cent of the rand-dollar market.

The bank argues that this gives it a unique advantage in selling derivatives such as hedging products.

The truth is that the competitive map is shifting fast, and no-one yet knows how it is going to shake out. "It will be a long time before it all settles down," says SCMB's Mr Jacko Maree. In the meantime, as the banks jockey for position, it is their customers who are likely to benefit.



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**Pharmaceuticals** by Mark Suzman

# High drug prices attacked

Despite a competitive market, South African drugs are among the most expensive in the world

When setting out her vision of the future of South African health last year, Ms Nkosazana Zuma, the health minister, warned that "drastic and dramatic measures" were needed to reduce the prices charged by private hospitals and drug firms. The immediate result was uncertainty in the markets - marked by the conspicuous failure of most listed companies in the R10bn private health care industry to join in the bull run on the Johannesburg Stock Exchange. Her comments have also accelerated a shake up of local private health insurers, hospitals and, most notably, pharmaceutical companies.

It is among the latter group that the most profound changes are taking place. There are a diverse range of pharmaceutical manufacturers in South Africa, comprising several big local companies as well as a sprinkling of multinationals, with combined annual sales of R5.5bn. But despite what appears to be a highly competitive market, South African drugs are among the most expensive in the world.

With only an estimated 15-20 per cent of the domestic prescription drug market accounted for by generic drugs - cheaper copies of more expensive, brand-name "ethicals" - the government has now announced that from the beginning of April an essential drug list will be instituted for all medicines bought by the state.

This will require prescriptions to use the generic name of the drug (although patients would still have the option to pay more for branded products). Although the size of the new list is not yet known, it is expected to reduce the number of medicines available in the public sector from 3,000 to around 500 and a committee to monitor and regulate prices has already been established.

To the relief of the drug companies, however, Ms Zuma has not carried out her threat to extend the list to the private

sector, which accounts for nearly 80 per cent of the market (drugs in turn account for 38 per cent of the private medical bill).

She has, however, warned that the government may allow parallel imports of cheap generics from countries such as Pakistan and India within two years if improvements are not made - although this appears to be designed primarily as an incentive to increase efficiency rather than a genuine threat. "If pharmaceuticals become more affordable it may not be necessary to implement all these measures," Ms Zuma acknowledges.

In the meantime, drug companies are also under growing pressure from local medical aid

professionals directly. In the face of an average 25 per cent annual increase in costs and fees over the past five years, insurers are now seeking to use the freedom offered by these legislative changes to restrict expensive fee-for-service systems and boost the tiny managed care element of South African health industry.

R140m local scheme. The project, to be called, Southern Healthcare, plans to cover 1.2m people and is expected to be up and running by the third quarter of this year.

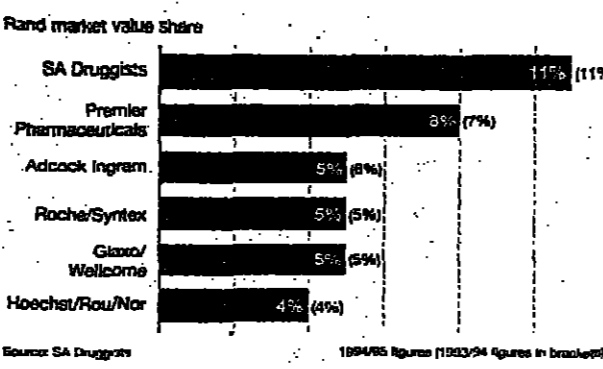
These new operations are all hoping to take advantage of another important policy shift mooted by government: it is considering legislation that would make it compulsory for employers to take out a basic health insurance package for employees. Only around 50 per cent of employees have medical packages, and if the proposed law is passed, analysts estimate that it could bring an extra 5-10m people into the sector, giving a R2bn boost to the industry and leading to insurers shopping around among providers for cheaper packages.

According to Adrian Gore, managing director of Momentum Health, a local insurer, employers are already planning for the proposals to become law. "Many major employers are now trying to cost what such a scheme might involve," he notes. "Even without legislation, we expect limited employee packages covering tertiary care to become a rapidly growing segment of the market."

But although observers may be more optimistic about the future of the overall industry, nervousness persists, particularly among international investors. Commenting on government's draft policy earlier this year, the Pharmaceutical Research Manufacturers of America went so far as to warn that it could amount to "potential nationalisation".

That has so far proved to be an extreme assessment. Nevertheless, it is unquestionably true that, facing the combined pressures of tighter state controls, growing international competition and the managed care revolution, the local industry is likely to find its margins squeezed heavily over the next few years. "The South African pharmaceutical industry is under tremendous price pressure from government, medical aids and the man in the street," acknowledges Peter Armitage, at brokers Ivor Jones Roy & Co. "As a result the market has become highly competitive and this trend is likely to continue."

**Total pharmaceutical market**



Source: SA Drugstore

appears to be designed primarily as an incentive to increase efficiency rather than a genuine threat. "If pharmaceuticals become more affordable it may not be necessary to implement all these measures," Ms Zuma acknowledges.

In the meantime, drug companies are also under growing pressure from local medical aid

schemes to cut costs. These schemes cover only 17 per cent of the population but account for two-thirds of total private expenditure.

"In the US managed care had drastically reduced costs by contracting directly with doctors, avoiding unnecessary treatments and tests, and reducing specialist care and hospitalisation, all of which are badly needed here," notes one analyst. "It will amount to a revolution in local terms."

This revolution is in part being directed by pharmaceutical companies themselves, as they seek vertical integration to ensure a continued market for their products. SA Drugstore, the biggest of the local companies with a 15 per cent market share, has just launched a R300m managed care scheme called Medicross. Multinationals Glaxo-Wellcome and SmithKline Beecham, which have long had a strong presence, are also seeking to expand by embarking on local care projects.

Local hospital group Presmed, which runs eight hospitals and 14 day clinics, has also entered the market, setting up a new company called Managed Care and contracting with doctors directly for services. More significantly, US-based United Healthcare has teamed up with Anglo American, the country's largest conglomerate, and Southern Life, the insurers, to establish a

**Health care** by Mark Suzman

# Cuban doctors to the rescue

Massive emigration has caused a shortage of medical personnel

Last month, just two days after Cuba found itself the target of international condemnation after shooting down two US planes, Johannesburg International Airport rejoined to the cry of "viva Che Guevara".

The shouts were a welcome to 89 disembarking Cuban doctors and the deputy Cuban health minister. Their enthusiastic welcomes, led by Nkosazana Zuma, the South African minister of health, were a team of provincial health ministers and bureaucrats, there to thank the Cubans for coming to help alleviate growing shortages of skilled medical personnel.

The primary cause of the shortage is massive emigration by South African doctors, nearly all white, nervous about future prospects. South African medical qualifications have always been highly regarded internationally, and on official figures alone, 1,200 health care workers, including 148 doctors and specialists, emigrated over the past two years.

That figure does not include the much larger number of recent graduates who leave on holiday, but find positions abroad.

To help counteract this trend, the government has proposed that newly-trained doctors and specialists spend a set period of time - tentatively put at two years - in the state hospital system before being permitted to enter private practice.

The problem - and its implausible solution - is just one symptom of a sector that, like the rest of South African society, is being forced through a drastic transfor-

mation as it adjusts to the demands of a post-apartheid society.

South Africa spends a significant proportion of its income on health care for a middle income economy - at 8.5 per cent of GDP it is a larger share than the UK - but 60 per cent of the money is spent privately on just 25 per cent of patients, primarily whites. In addition, nearly 60 per cent of doctors and close to 90 per cent of pharmacists and dentists are employed privately.

As a result, while private patients enjoy some of the best health care available in the world (after all, the first heart transplant was carried out at Cape Town's Groote Schuur hospital) basic health indi-

cations, which were set out in two policy documents late last year, are expected to lead to new legislation later this year.

The centre piece is a proposed National Health Insurance System that will focus on the area of Primary Health Care (PHC) and would be available free to all citizens and permanent residents.

To drive the process, the government plans to set up a range of new district health authorities to play the key administrative role for delivery of care.

These will be funded on a capitation basis and, over time, are intended to move from being a provider of care to a purchaser of services from both private and public sources.

Complementing this, the government is also considering legislating for a compulsory hospital benefit package, to be paid for jointly by employee and employer. Unlike the first proposals, however, these packages would be with private insurers and rather than setting payroll rates the state would simply prescribe minimum conditions a package should meet.

The NHS itself is projected to cost an additional R8bn over five years on top of existing health spending. In addition, money has already started to be diverted from the curative centre - the old teaching hospitals, medical schools, and research institutes - into basic health care.

**Private patients enjoy some of the best health care available in the world**

ctors for the poorer, predominantly black community are little different from those in the rest of poverty-stricken, sub-Saharan Africa.

To help change this, shortly after taking office Ms Zuma mooted a plan, drawn up by an Australian consultant, that proposed instituting a national health service. This would have covered all citizens and was to be funded by a compulsory 3 per cent payroll tax. GPs were to be required to work for the state and accept a flat rate per patient.

Following protests from business and the medical establishment, however, those proposals were shelved, and a second committee set up. Its more moderate recom-

**PROFILE Danone**

## ... and this company is new

Danone, the French food giant, will launch its first venture in Southern Africa this year. A joint venture with Clover, a local dairy group, Danone will manufacture value-added dairy products targeted at upper income metropolitan markets.

Danone, one of the world's largest food groups and France's biggest producer of fresh milk, has acquired a 33 per cent stake in Clover. This enables the South African group to pay off its R440m debt.

The value of Danone's stake has not been disclosed, although its investment in a new yoghurt and soft-cheese operation is estimated to be more than R200m. The new production line will be incorporated within Clover's existing plant.

Analysts say the French group has identified Johannesburg as the beachhead for a marketing drive into Africa, the world's largest untapped food market. "These are luxury products and the margins are high, but so are the marketing costs."


Africans are brand loyal, so new marques need long-term investment, especially in the value-added market which is hardly developed at all," noted one analyst.

The perceived risk of variation among consumers with low disposable incomes is higher in Africa than in western markets accustomed to first world product mixes. However, Danone's experience of Latin American markets and its decision to pioneer only dairy products reflects an awareness of these risks. Danone also has

non-dairy interests including beer, biscuits, mineral water and groceries. Clover, a 100-year-old co-operative of South African dairies, has a one third share of the dairy market. Marthinus Hermans, chairman, said: "There were other means to reduce debt, but we sought an equity stake because we want to list on the Johannesburg Stock Exchange within a year or two."

Mark Ashurst

# GRAB A SLICE OF SOME GREAT SOUTH AFRICAN OPPORTUNITIES



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## SOUTH AFRICA: Unique Opportunities, Unique Challenges

When writing about South Africa, the temptation is to compare it to other countries that have recently opened up to foreign investment and trade. Like the Czech Republic, say, or China, South Africa has long been relatively isolated by political problems and strongly protectionist policies.

But the metaphor quickly falls apart. Compared to the other countries now expanding their ties to world markets, South Africa has sophisticated economic and political institutions. It does not have to establish a functioning capitalist society, because it already has one. The challenge is reform, not revolution.

On the plus side, then, South Africa already has a strong foundation for investment and trade, both with Europe, the Americas and Asia and with its neighbours to the North. Critical advantages include:

- A well-established financial sector, with diverse markets, including Africa's strongest stock market, and one of the most advanced computerised banking systems in the world.
- High-level economic infrastructure in the main urban areas. Shortcomings in infrastructure emerge, not in the roads, harbours and telecommunications required for modern industry, but in poorer residential communities and remote rural areas.
- Relative freedom from regulation. Compared to the nightmarish bureaucracies that have taken so long to dismantle in the former Communist countries, South Africa enjoys an effective system of economic governance. Over-regulation mostly affects smaller enterprises. In general, the government is committed to reviewing and, wherever possible, simplifying procedures. Foreign-exchange controls have always been relaxed compared to most African countries, and no longer affect non-residents at all.
- A stable, modern legal system that provides a reliable framework for economic activities. In contrast to many other Third World countries, the law in South Africa effectively enforces contractual obligations and mediates disputes. Corruption is trivial, and apparently non-existent in government dealings with larger investors.

As South Africa defines a leading role in the regional trade and development groupings, it is further expanding its access to foreign markets.

The government inherited high levels of spending, although the on-going shift in the structure of pension funds for public servants exaggerates the figures in comparison with other countries. Politicians and officials alike want to avoid substantial increases, with the debt crisis experienced elsewhere in Africa as a stark example of what to avoid. They must balance social necessities with macro economics imperatives.

To meet this challenge, the government proposes three key programmes: investment in household infrastructure, upgrading skills on a massive scale, and an industrial policy that can support potentially strong sectors while enhancing employment as far as possible. In all these areas, it plans to rely on a partnership with business, with efforts to promote small-scale enterprise in that context.

The RDP Fund alone has allocated over R4 billion to infrastructure and housing in the coming year. To fund these projects, the government has cut in other areas, notably defence, rather than increasing overall spending. These investments will raise living standards for millions of South Africans. At the same time, massive infrastructure projects provide many openings for private investment.

The industrial policy is based on a combination of research into likely competitive advantages and negotiations with the major social partners. Clear policies on sectoral and spatial frameworks should emerge from work by the Department of Trade and Industry over the next few months. These projections will assist companies to take advantage of the "supply-side measures" now being introduced to support projects with a potential for enhancing exports and employment.

Despite this relatively happy picture, foreign investors still express concerns. These include fears of political violence; fiscal recklessness causing inflation or massive devaluations; labour unrest; and skills shortages.

The most commonly cited problem remains political and social unrest. This concern apparently has two roots: The lack of democratic traditions in the state, and the massive inequalities inherited from apartheid. As a result, some observers worry about a host of afflictions, ranging from fiscal chaos, on the mild side, to more sensational versions - outright civil war.

If you live and work in South Africa, these fears have an Alice in Wonderland flavour. The political and social climate has changed so profoundly in the past five years that the possibility of major conflict seems remote, and the government's dedication to fiscal discipline is extreme. But for much of the rest of the world, the transition to democracy seems to have left a legacy of distrust.

Foreign observers argue that the miracle of the political transition cannot prevent unrest arising out of the massive inequalities that rack South Africa. As the following table shows, apartheid's legacy was an unusually high share of income going to the top quintile. Two thirds of African households, mostly in the rural areas, lack adequate water and electricity. Inequality derives in large part from high levels of unemployment, which runs at over a third of the labour force.

An additional legacy of apartheid remains relatively low skills levels in much of the population. South Africa does have a large pool of people with high-level skills and considerable experience. The challenge is to expand formal qualifications and capabilities among the majority of the population. For this reason, the government is initiating a qualifications framework and sectoral training bodies that, in the next few years, should rapidly raise skills levels.

Perhaps most important in this connection is South Africa's long-established industrial workforce, which has critical general skills - an understanding of the discipline of modern industry and basic technical capabilities, among others. True, labour unrest was a common occurrence before the elections. But the number of strikes fell dramatically with the introduction of democracy. The new Labour Relations Act aims to encourage mediation over confrontation.

One specific skills shortage provides a major motive for involving private partners in infrastructure projects: The country as a whole, and especially local government, lacks expertise in developing large-scale infrastructure schemes. These projects need to combine technical projections and financial engineering to ensure benefits for all the major stakeholders - and private investors who can supply the needed skills are much in demand.

Finally, local business has argued that workers in South Africa are overpaid. In the event, South African wages are not high by world standards. If we ignore management and supervisors, it seems that average workers in manufacturing earn the same or slightly lower than similar workers in East Asia and Latin America. It does appear that supervisors are paid more than their counterparts in these countries. Ultimately, however, South Africa can only compete, not by depressing pay, but by rising productivity - especially through better skills and work organisation - and expanding competitive advantages.

The government feels that pay increases should generally be in line with improvements in productivity. A major exception emerges, however, where historical discrimination led to unacceptable differentiation on the basis of race and gender. As the following table indicates, pay differentials between people of different races in the same occupations remain high.

In short, South Africa provides a unique opportunity for economic expansion. The challenges are huge - but the underlying strengths of the economy promise that they can be overcome. Above all, the political and social risks have already proven less than some foreign observers feared; and the government has set a clear direction for remedying inequalities in ways that will promote sustained economic growth.

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## 8 INVESTING IN SOUTH AFRICA

■ Tourism: by Mark Ashurst

## Great trek to the rainbow nation

The industry is set to replace gold as South Africa's biggest earner of foreign exchange

The South African tourist industry has never had it so good. The Tourism Development Corporation is expecting a total of 4.4m visitors to South Africa this year, with the number of overseas visitors increasing by more than 50 per cent a year. If the country's newfound popularity as a tourist centre persists, there will be 8m arrivals by 2000, creating 270,000 new jobs and bringing as much as R20bn in foreign exchange.

Basking in the reflected glory of South Africa's political transition, the tourist industry is set to replace gold as South Africa's biggest earner of foreign exchange.

But the novelty of the self-proclaimed "rainbow nation's" new political flavour is at best a temporary competitive advantage.

Mike Fabricius, chief director at the department of the environment and tourism, says there is widespread recognition that the surge in tourism will need careful management if the forecasts are to become reality. "About 20 per cent of

visitors cite the political changes as a reason for coming, (but) we have always projected that within two years South Africa will become an ordinary competitor. There is no question that we need to position ourselves aggressively in the travel market."

The investment record so far suggests the private sector is confident this will be achieved. At least 30 new hotels will be built on the majestic Cape Peninsula over the next two years. Among the dozens of new investments announced in the past 12 months is a plan by the Dutch-owned Golden Tulip International, the world's 10th largest hotel consortium, to develop 20 4/5-star hotels in two years. The US-based Monex Development Company has put forward plans to build a R2bn national chain of 10-15 hotels including a Disney-type theme park, convention centre, 200,000 square metres of office space and the country's largest shopping centre.

According to Satour, the national tourist authority, this is only a beginning. Despite the natural beauty of the land and a well-developed infrastructure, tourism last year contributed a modest 3 per cent of GNP, compared to a world average of 10 per cent. In 1994, the industry employed

only one in every 25 economically-active workers, substantially fewer than the world average ratio 1:15. There is huge scope for development.

On March 6, Dawie de Villiers, minister of environmental affairs and tourism, told an investment seminar in Bonn, Germany, he expected international tourism to South Africa "to grow at between 12 per cent and 18 per cent per annum, thereby having an effect of more than R600bn on the economy and on the lives of approximately 5m people". Analysts say development on this scale could become a visible incentive for local communities to combat crime, which,

**At least 30 new hotels are planned for the Cape Peninsula**

together with high transport costs, is the biggest obstacle to growth. Satour estimates that every 30 tourists create a year's direct employment for one person.

The success of the South African hotel industry up to now has been closely tied to gambling, which will remain a principal money-spinner under

the new dispensation. Gambling was previously confined to the nominally self-governing "homelands" of apartheid, and was outlawed by the Nationalist government in South Africa. However, the creation of a new Gambling and Lotteries Board has prompted a radical restructuring of entrepreneur Sol Kerzner's Sun International group. The creators of the legendary Sun City gambling resort are planning a R2bn five-star hotel chain with new sites in Durban, Johannesburg and Cape Town.

Sun International has also formed a consortium with black business interests - reportedly including Thebe Investment Corporation, and Landmarks Berhad, the Malaysian Leisure and Property conglomerate - to buy back a share of the government's R1.4bn stake in Sun International's existing resorts inherited with the disbanding of the former homeland regimes. The alliance between black business and a casino group which, paradoxically, flourished on the borders of a Calvinist society and granted large stakes to homelands created by the National Party government, is indicative of the changing business climate.

Other local investors have reacted with similar enthusi-

asm to the legalisation of gambling, which is estimated could attract up to 1 per cent of national consumer spending. The largest is Global Resorts, an investment vehicle for Rand Merchant Bank, which plans a network of casinos and "theme" hotels subject to licensing by the new board.

The influx of tourists from outside Africa, heralds fierce competition among airlines. One in four tourists flies from another continent, and the number of international flights into South Africa has increased from 19 to more than 50 over the past two years. About half come from Europe, where Britons and Germans who in 1993, the last year for which official figures are available, comprised 24 per cent (148,868) and 17 per cent (104,784) respectively of all overseas arrivals. The sharpest year-on-year growth was among American and Australian arrivals, which rose by 20 per cent to 62,430 and 24 per cent to 24,000 respectively, as American Airlines and Qantas introduced new flights to Johannesburg.

Such rapid growth poses an unambiguous challenge to the natural habitat. Mr Fabricius concedes the unified ministry of environmental affairs and tourism "could be positioned



The Park Hyatt in Johannesburg: international groups have announced extensive plans to build hotel chains

closer to the Department of Trade and Industry in the commercial sphere of development promotion", but warns that this could undermine the government's commitment to economic and sustainable development. "There is a major fear that we could kill the goose that lays the golden egg."

Deputy-minister General

Bantu Holomisa, the former ruler of the Transkei region in the Eastern Cape where the unspoilt Wild Coast is expected to accommodate a new beach resort, has cast himself in a new role of environmental activist.

On March 6, years of lobbying by environmentalists were rewarded when the cabinet

decided that mining and the development of tourism were not compatible on the eastern shores of St Lucia, KwaZulu-Natal.

Mining will not be allowed, and the shore will be nominated as a World Heritage Site if, as expected, parliament ratifies the relevant UN conventions this year.

■ Politics: by Roger Matthews

## Uncertainty clouds future

The ANC and the nation have to prepare for the day when Mr Mandela steps down

South Africa's political environment is more stable than most commentators would have dreamed possible two years ago. The then improbable three-party coalition of the African National Congress, the former ruling National Party, and the predominantly Zulu Inkatha Freedom Party, has remained together in the government of national unity. Despite occasional tensions, it continues to function smoothly.

Political killings, with the worrying exception of the KwaZulu-Natal province, have largely ended. The reputation of President Nelson Mandela has, if anything, been enhanced. As he embarks on his final three years in office he has made clear that his overriding objective is to build on the national reconciliation so far achieved.

However, the political evolution is far from complete. Negotiations continue over the shape of the final constitution which among many things will resolve the relationship between central government and the nine provinces. The Truth Commission, under Archbishop Desmond Tutu, is about to begin its two-year task of investigating the gross human rights violations of the apartheid years. It is a process that will result in amnesties being granted to those who fully confess, but at the same time will bring into public view details of acts which some people fear will stir bitterness. The murder trial in Durban of General Magnus Malan, the former defence minister, and 19 others, is already revealing some of the worst excesses of that period.

Whatever the political fallout from these processes, the most important debates in the run-up to the 1999 general election are likely to take place within the ANC, and among its allies, the Communist Party and the Congress of South African Trade Unions (Cosatu). In large part this is because the ANC appears certain to dominate South African politics for the foreseeable future. It is possible that the party will split, but potential defectors know the risks of divorcing themselves from the historical legitimacy, possible patronage, and opportunity to influence decisions that membership confers.

The main battle is likely to be about economic policy. The ANC has moved a long way towards embracing free market policies, but against a background of three years of steady economic growth. Should that upward trend now flatten out, as seems likely, the debate over the allocation of slender resources, and the measures needed to stimulate faster growth, will become more intense and divisive. Cosatu has already delayed government plans to seek a private sector equity partner for at least one state company, and has made clear its opposition to outright privatisation, even of small loss-making enterprises.

The ANC, and the nation,

have also to prepare for the day, in at most three years' time, when Mr Mandela steps down. The rand's tumble in February underlined how anxious the markets are about his departure. Despite recent criticism in the media, deputy president Thabo Mbeki remains the obvious front-runner, with Cyril Ramaphosa, the ANC secretary-general, next in line.

It appears unlikely that there is anything the other political parties can do to upset the ANC's equilibrium. The National Party, in the words of its leader FW de Klerk, has recently embarked on "a spiritual trek to an as yet unknown political destination. Roelf Meyer has quit his cabinet post to take up the new position of party secretary-general, a move which would appear to anoint him as the next party leader, and chief political navigator.

Where Mr Meyer wishes to guide the Nationalists will take time to emerge. He is committed to extensive contacts with other political

**The coalition continues to function smoothly**

organisations to discover if they can coalesce around a set of agreed principles, rather than in simple opposition to the ANC. But instead of the perhaps fruitless, and certainly divisive, task of seeking to make the party attractive to the black majority, the Nationalists could choose the safer option of consolidating its mainly white power base and reconciling itself to outright opposition.

Chief Mangosuthu Buthelesi, who heads the IFP and is minister for home affairs in the government of national unity, appears to have no such doubts. The fierce rivalry between his party and the ANC in KwaZulu-Natal remains the worst blot on the political landscape. Efforts to stem the killings have had little effect. Between January 1 and March 21 this year there were 85 deaths described as political killings in the province. An end to the violence appears unlikely until there is a satisfactory resolution to the argument over the degree of autonomy to be granted to the province.

The ANC describes IFP demands as tantamount to secession, while Chief Buthelesi accuses the ruling party of wanting to control everything from the centre. Local elections are due in the province on May 29, but the prospects of a second postponement are high.

Central to the IFP demands is that the ANC and National Party should act on their pledge, made just before the 1994 general elections, to put the issue of regional autonomy to international mediation. This the ANC refuses to do.

The stubbornness of both parties, and their unwillingness to make the sort of compromises which produced a national political settlement in 1994, leaves a degree of uncertainty that will continue to blight the more positive assessments of stability.



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